

2026 | 23rd Edition

LZ 200

The nation's 200 largest not-for-profit senior living multi-sites,
government-subsidized housing multi-sites and single campuses.

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LZ 200

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Producing the LZ 200



LeadingAge members strive for innovation and excellence. Encompassing the entire continuum of aging services, our more than 5,300 nonprofit and mission-driven aging services providers touch millions of lives every day. From our national headquarters in Washington, DC, and in collaboration with our state partners representing members active in 50 states, the District of Columbia, and Puerto Rico, we use advocacy, education, applied research, and community-building to make America a better place to grow old.

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LeadingAge
2519 Connecticut Avenue, NW
Washington, DC 20008-1520
(202) 783-2242
www.LeadngAge.org



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Ziegler
One North Wacker Drive, Suite 2000
Chicago, IL 60606
(800) 366-8899
www.ziegler.com

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LeadingAge members take responsibility for raising the bar in our field, as not-for-profit senior living providers. Ours is a public promise to expand the world of possibilities for aging to the best of our ability – and an internal pledge to always strive to fulfill that commitment through innovation and excellence. LeadingAge offers programs and resources, including this report, based on the latest senior living field-related research and knowledge.

A Note from LeadingAge

LeadingAge is pleased to partner with Ziegler to bring you the 23rd edition of the LeadingAge Ziegler 200 ("LZ 200").

LeadingAge is proud to continue its partnership with Ziegler and bring you the 23rd edition of the LeadingAge Ziegler 200 (LZ 200).

Since its inception in 2004, the LZ 200 has become a highly anticipated annual report of the largest, most complex not-for-profit senior living organizations. Our 2026 report demonstrates the significant role that LeadingAge nonprofit and mission-driven member organizations play in the aging services field. From the oldest to the newest and the largest to the smallest, each organization has a unique story that includes commitment, community engagement, stewardship, resilience, and a reputation for excellence.

Today, LeadingAge members are creatively addressing complex challenges. Governing boards and senior leaders are engaging in effective strategic planning to reposition, grow, change, partner, innovate, and venture into new service possibilities. The following publication presents a snapshot of the enduring impact of our members' enlightened leadership, transformation, and good works.

By telling their stories, these organizations are engaged in shared learning, offering their experiences and strategies to the entire field. At the same time, they are helping to increase public understanding of the aging services and supports our sector provides.

The LeadingAge Ziegler 200 is not designed to be a qualitative report, nor an endorsement of any specific organization. Each organization ranking represents strong governance and powerful leadership dedicated to quality services and long-term success.

LeadingAge is committed to serving as the trusted voice for aging for all providers in our field. I thank you for your interest and ongoing support of this report.



Katie Smith Sloan
President and CEO
LeadingAge





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LeadingAge has been the ideal partner for this research initiative and we look forward to seeing providers, industry professionals and key stakeholders take full advantage of the wealth of information this publication provides.

A Note from Ziegler

We are excited to release the 23rd edition of the LeadingAge Ziegler publication, compiling data from the largest 200 not-for-profit senior living providers in the country. LeadingAge has been the ideal partner for this research initiative, and we look forward to seeing providers, industry professionals and key stakeholders take full advantage of the wealth of information this publication provides. This year's report, highlighting the 200 largest not-for-profit providers, represents more than 300,000 market-rate units and nearly 1,650 market-rate communities across the country. The report also highlights the largest single-site providers, the largest providers of Affordable Housing for seniors and the providers who are providing sizeable management services to other senior living & care communities.

Each year, we strive to stay on top of the latest trends impacting not-for-profit senior living & care providers. This year's publication continues to include the core sections with the number of units and communities but also reveals insight into additional trends in home and-community-based services, third-party management, rental Life Plan Communities (LPCs), technology adoption, joint ventures and future growth plans, to name a few. As has been observed across the

past several years, today's not-for-profit senior living & care providers are primarily growing through unit expansion and affiliation or acquisition activity.

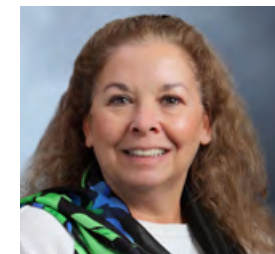
We would sincerely like to thank the teams at LeadingAge and Ziegler who make this publication possible. We would also like to give special thanks to all the providers who take the time to share their information and who embrace this publication year after year. As always, if you have any questions or feedback regarding the publication, we encourage you to reach out to us.

Enjoy the 2026 LeadingAge Ziegler 200 publication!



Daniel J. Hermann

Daniel J. Hermann
President & CEO
Head of Investment Banking
Ziegler



Cathy A. Owen

Cathy A. Owen
Vice President
Senior Living Research
Ziegler



The LeadingAge Ziegler 200



History

The LeadingAge Ziegler 200 (“LZ 200”) began when two organizations recognized the need to examine and better understand the not-for-profit senior living sector: LeadingAge, the nation’s largest association of not-for-profit aging service providers in the country, and Ziegler, one of the nation’s leading underwriters of financing for not-for-profit senior living providers.¹

In response to the growing industry and the value of this report, in 2014, it grew from the LZ 100 to the LZ 150 and in 2018 to the LZ 200. The combined expertise of LeadingAge and Ziegler yields a reliable, useful and valuable source of information.

The 2026 LeadingAge Ziegler 200 lists the largest not-for-profit systems providing aging services through senior living in the United States, in order of total owned market-rate units, as of **December 31, 2025**.

By sharing this current data, our goal is to illustrate the size of the not-for-profit segment of the senior living sector, in order to better raise awareness of the characteristics and overall trends of growing systems. Through this data, we also hope to further the understanding and delivery of successful senior living.

¹2026 ranking data and amounts provided by LSEG as of 12/31/25.

Chapter 1

Understanding the LeadingAge Ziegler 200

Importance of Not-for-Profits

LeadingAge and Ziegler believe that not-for-profit providers offer some of the best care and services in the country because of their passion and commitment to the not-for-profit philosophy. This dedicated enthusiasm of not-for-profits has inspired boards of directors, attracted volunteers, and devoted staffs, and led to innovative models for the way we care for the elderly. A mission-driven philosophy of service with dignity and respect for the person is the inherent benefit the families, residents, and clients of not-for-profit senior living communities have found (whether independent living, assisted living, nursing care, memory support, or home and community-based services).

Many not-for-profit providers rose from modest beginnings more than a century ago into vital community resources today. In fact, listed in the LeadingAge Ziegler 200 rankings are nearly 50 organizations that were founded more than 100 years ago! These organizations continue to build legacies of caring, giving, and selflessness while expanding their

capabilities and honing their skills -- striving to provide quality service for generations to come.

The LeadingAge Ziegler 200 (LZ 200)

The genesis of the LZ 200 research was to quench a thirst for answers related to the growth of not-for-profit systems. Ziegler had compiled extensive, but primarily anecdotal, information about not-for-profit senior living, gleaned through its experience in working with specific organizations. While useful, this information did not represent the not-for-profit senior living sector collectively. Ziegler had a host of questions it wished to answer for itself, its clients, and those interested in investing in the senior living sector, such as who are the largest senior living providers in the nation, how quickly systems are growing, and what trends are taking place with the type of growth.

By assembling and presenting the combined data and knowledge of LeadingAge and Ziegler, the LZ 200 publication answers many of these questions. From its inception, the creation of the LZ 200 was an innovative move for those involved with not-for-profit senior living. To our knowledge,



listing the largest not-for-profit senior living systems by the number of units they own and operate, representing the number of residents they serve, rather than by their financial success, created a new way of ordering systems, providing a fresh perspective on what was previously understood as a known market. The journey in creating and updating the LZ 200 annually has provided a wealth of data by which to understand and analyze the characteristics of senior living system providers' growth and change.

The organizations in the LZ 200 have made strategic decisions over the years, sometimes to expand to serve a broader community, while other times to dispose of communities and reposition a portfolio of properties and markets served. The LZ 200 is only the beginning of a profile of providers who are delivering services to the elderly community, both residential and home-based. Thousands of not-for-profit providers are playing an important role in the United States. We embrace each organization's contribution to the populations it serves. Regardless of an organizations size, not-for-profits are strong in numbers and bound by shared values.





Chapter 2

The Largest 200

A Quantitative Listing

LeadingAge and Ziegler are not the first to develop a listing of organizations or companies. Many common listings include qualitative factors, such as “best” or “worst” or “most successful.” Other listings are based on quantitative, objective measures alone. Following the footsteps of other well-known listings, the LZ 200 also uses a quantitative means of listing. The LZ 200 lists not-for-profit multi-site organizations based on the total number of senior living units (excluding government-subsidized [affordable] units) that each system owns and operates. The **Primary Ranking** is ranked by size – based on total units – carrying no qualitative value judgment in the ranking. Size does not connote quality, nor does it connote financial strength. Both LeadingAge and Ziegler want users of the data to see the LZ 200 as a statement of fact, not as an endorsement.

Methodology

Defining a Multi-site Organization

For the purposes of the LZ 200 listing and analyses, a multi-site organization, or system, has been defined as a **LeadingAge-member**

not-for-profit organization that owns and operates senior living on more than one campus. While it is understood that systems may also manage units they do not own, these managed, non-owned units are subject to frequent change and are therefore not included in the total unit count compiled in the LZ 200 **Primary Ranking**. However, we offer an examination of the extent to which the LZ 200 organizations manage units they do not own. (*Chapter 4: Organizational Characteristics*)

It is also understood that an organization may consider itself a system if they own, for example, a nursing home on one side of the street with independent living units on the other; or an organization may have multiple community types nearby and may market these communities independently of one another. While these types of organizations – with properties contiguous or in close proximity – were not considered systems in the first publication (2004), upon reconsideration we began to include them in subsequent publications (e.g., Willow Valley Communities [PA]).

It should be noted that systems composed primarily of government-subsidized (affordable) housing have been intentionally excluded from

the primary LZ 200 listing. Rankings for providers of affordable housing are included in Chapter 4 of the report. In previous years, systems that were comprised primarily of acute or post-acute services or health care systems were also excluded. Beginning with the 2016 report, additional systems were included to reflect not-for-profit health systems that have a separate division, or ministry, with a distinct focus on operating as a senior living system. A few examples of such a system are Ascension Living, Benedictine and Trinity Health Senior Communities.

Compiling the Listing

The LeadingAge Directory of Members was a critical source in compiling the first ranking in the 2004 publication. Using the list of multi-community sponsors in the directory, Ziegler compiled a listing of providers and ordered the organizations on the list by each organization's number of total senior living units (excluding government-subsidized (affordable) housing units, which are, as mentioned earlier, ranked in a list of their own later in this publication).

For each organization, Ziegler attempted to trace its history of growth, starting with the date of inception. The pattern of growth for each system is created by recording the year in which change occurred – by expanding existing communities, building new communities, acquiring existing

communities, or disposing of communities or units. Web sites, official statements from bond offerings, ratings reports, and marketing materials were consulted to determine these changes in the first publication. The LeadingAge membership database is a resource for compilation of the listing, as are other public resources, but subsequent publications have verified data through written confirmations by staff members of the organizations themselves.

Data used for ranking the 2026 LZ 200 were provided and confirmed (“confirmation”) by 170 of the 200 organizations. Eleven confirmations were received from the “Over 200,” the organizations ranked from 201 to 226.

Although the information used for the compilation of the LZ 200 was provided in the majority of cases by the organizations themselves, some organizations cannot trace their histories to the degree of accuracy preferred for the LZ 200 analyses. In such cases, historical information has been extrapolated and the current information validated. For those analyses where detail was unavailable, unit mix in prior years with uncertain histories was approximated based on the most recent current mix data. The LZ 200's listing can be tabulated by any one of the variables tracked for the systems. Again, in no way should readers construe the ranking in any of the categories as a measure of quality, value, or endorsement.

Key Findings

- ***An understanding of size ...*** The systems range from 24,039 units to 383 units.
- ***Information on unit mix ...*** The 10 largest providers of senior living represent nearly 30% of the total number of units for all systems in LZ 200.
- ***An appreciation of the rate of growth ...*** In the last 10 years, the average annual growth rate in total units is 2.7%, with independent living and assisted living growth each year, but decline in the number of nursing care beds. Memory care units are becoming an increasingly important component of the annual unit counts, with 66% of the LZ 200 offering specialized memory care units.
- ***Insights into type of growth ...*** The LZ 200 have grown primarily through expansion, with the number of units via new campus growth having slowed in the past several years. Most of the growth in recent years has been from within existing campuses in the form of unit expansions. At the same time, organizations continue to dispose of dated nursing homes or financially stressed communities, but at a slower pace than the last few years. Recent years have also seen an uptick in the number of organizations growing through affiliation, acquisition or merger.
- ***Home and community-based services ...*** Growth is also taking place in the form of home-based services, such as home health, home care, adult-day care, continuing care at home (CCaH) programs or PACE (Program for All-Inclusive Care for the Elderly). Of the LZ 200, 46% offer some type of home and community-based services to non-residents. This year, the CCaH model, which had gained popularity in the past, is offered by 14% of the LZ 200 (a 2% increase from last year).
- ***A glimpse of the geography ...*** The systems provide market-rate senior living in 47 states. Pennsylvania hosts the highest number of system headquarters in the LZ 200. Minnesota has the largest total number of communities, with 257.

- **Technology ...** On average, 78% of the LZ 200 communities have adopted electronic point of care/point of service documentation systems and electronic health/medical records. Adoption is generally lower for health and wellness technologies, such as medication monitoring or telehealth remote monitoring; and care/case management and coordination reveals that 61% use this software. A category added in 2020, social connectedness/resident engagement, reveals that 61% use this technology; and 47% system providers utilize more advanced analytical tools. Due to the pandemic, two categories were added in 2021, 46% implemented staff and resident screening, and 48% added infection control technologies. In 2022, we added two new categories regarding robotic technology, 43% have implemented robotic process automation while 57% have added physical robotics.
- **Joint ventures and partnerships ...** As was reported in the 2025 report, 49% of LZ 200 organizations are engaged in a formal joint venture, most commonly with another provider, a health system, or a home health/home care agency. The 2026 report shows a slight decrease (44%) in joint ventures.



Chapter 3

Rankings

The LZ 200 Not-for-profit Multi-site Senior Living Organization Rankings

Data can be ‘cut and sliced’ across a variety of time periods: one year, five years, 10 years, or more. The growth of some LZ 200 organizations may be most dramatic across a five-year period; others may have more change across a 10-year period. Nearly every listing of this sort focuses first, however, on annual change. Therefore, the **Primary Ranking** (Chart 3-1a) of the LZ 200 is by total senior living units with the 2026 and 2025 rank shown. Charts 3-1b-d rank the organizations by market-rate independent living units, by assisted living units and, finally, by nursing care beds. When the 2026 Rank is referenced in subsequent charts, this refers to the **Primary Ranking** of multi-site organizations.

The 2026 Rank column displays the numerical ranking of each system according to its 12/31/25 data within the LZ 200 for each of the four listings: 1) Total Senior Living Units, i.e., the **Primary Ranking** (Chart 3-1a); 2) Total Independent Living Units (Chart 3-1b); 3) Total Assisted Living Units (Chart 3-1c); and 4) Total Nursing Care Beds (Chart 3-1d).

An organization’s ranking in each respective listing may change depending on the composition of its unit mix, that is, the mix of independent living units to assisted living units to nursing units within its system of communities.

The 2025 Rank shows the numerical ranking of the listed organization in last year’s publication (according to its 12/31/24 data) listing of the same type. The organizations that show “NR” (Not Ranked) were not included in the LZ 200 rankings for 2025. Also note that with the increase to the largest 200 in the 2025 publication, the “Over 200” connotes a different meaning than in previous years when the rankings ended at 100. The “Over 200” in the current publication represent organizations ranked 201 through 226 as of 12/31/2025.

System Name. The **Primary Ranking** uses the current system name as of the time of publication. See Chapter 4 for additional information on these specific organizations.

State. This field notes the location of the system’s corporate headquarters. For example, Covenant Living Communities and

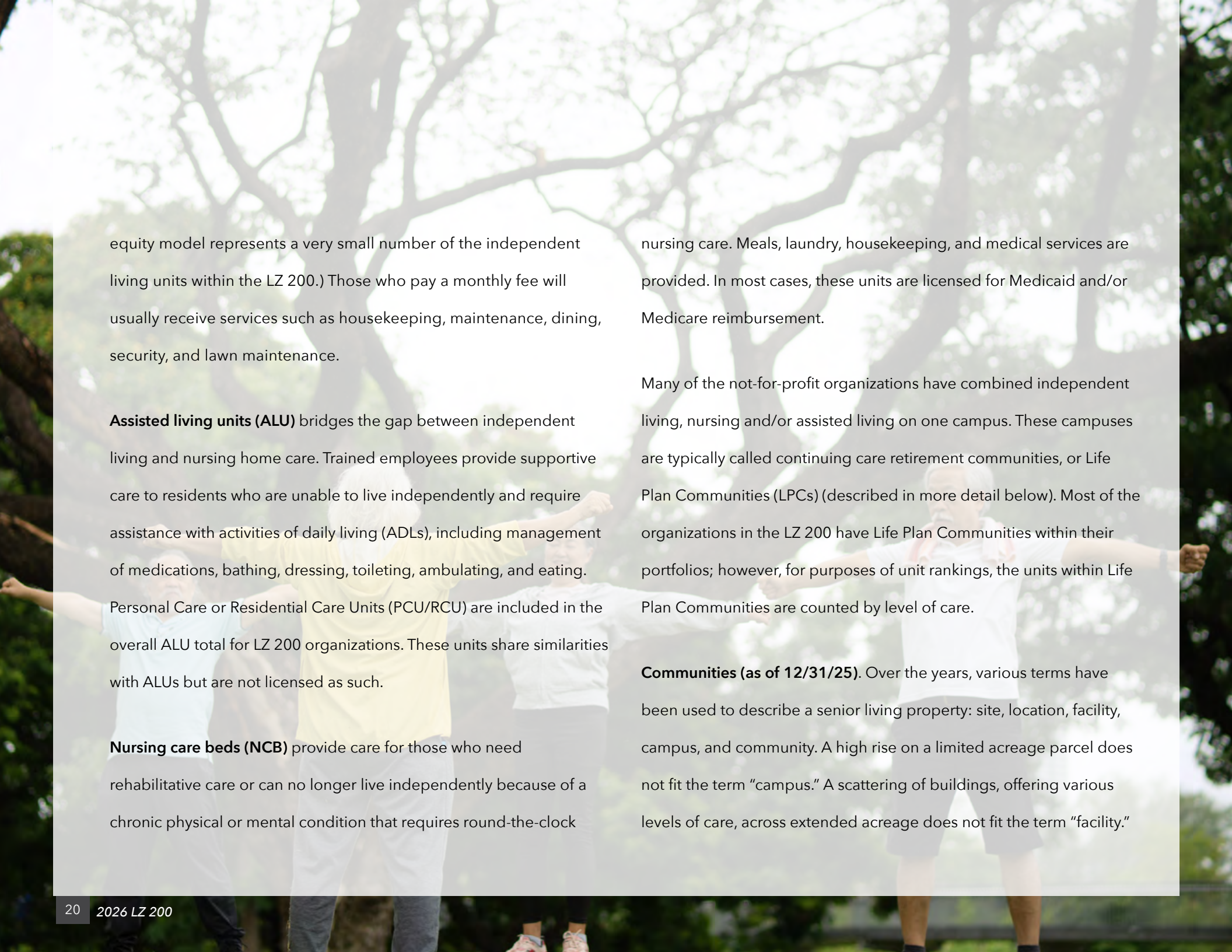
Services provides senior living in multiple states. The state shown for this organization is Illinois (IL), the location of its headquarters.

Units (as of 12/31/25). The systems listed in the 2026 LZ 200 are ranked by totaling the units owned by the system in each of three primary types of senior living as of 12/31/25. Managed communities that are not owned are discussed later in the publication (*Chapter 4*) and are not included in the total community count compiled in the LZ 200 **Primary Ranking**. Government-subsidized (affordable housing) units are also excluded from this count but are presented for each of the LZ 200 organizations in subsequent listings (*Chapter 4*).

Total. The Total column is the sum of the units listed in each of the three different levels of care (described in more detail below). This total is the variable by which the LZ 200 is ranked for the **Primary Ranking**.

Independent living units (ILU) units may be composed of apartments, duplexes, triplexes, quadplexes, or single-family homes. Typically, residents in independent living units pay a combination of a monthly fee and one-time entrance fee. (Note: some residents own these units, but this type of





equity model represents a very small number of the independent living units within the LZ 200.) Those who pay a monthly fee will usually receive services such as housekeeping, maintenance, dining, security, and lawn maintenance.

Assisted living units (ALU) bridges the gap between independent living and nursing home care. Trained employees provide supportive care to residents who are unable to live independently and require assistance with activities of daily living (ADLs), including management of medications, bathing, dressing, toileting, ambulating, and eating. Personal Care or Residential Care Units (PCU/RCU) are included in the overall ALU total for LZ 200 organizations. These units share similarities with ALUs but are not licensed as such.

Nursing care beds (NCB) provide care for those who need rehabilitative care or can no longer live independently because of a chronic physical or mental condition that requires round-the-clock

nursing care. Meals, laundry, housekeeping, and medical services are provided. In most cases, these units are licensed for Medicaid and/or Medicare reimbursement.

Many of the not-for-profit organizations have combined independent living, nursing and/or assisted living on one campus. These campuses are typically called continuing care retirement communities, or Life Plan Communities (LPCs) (described in more detail below). Most of the organizations in the LZ 200 have Life Plan Communities within their portfolios; however, for purposes of unit rankings, the units within Life Plan Communities are counted by level of care.

Communities (as of 12/31/25). Over the years, various terms have been used to describe a senior living property: site, location, facility, campus, and community. A high rise on a limited acreage parcel does not fit the term “campus.” A scattering of buildings, offering various levels of care, across extended acreage does not fit the term “facility.”

We believe the best all-encompassing word to use is “community.” The communities examined are life plan communities (**LPC**), independent living communities (**IL**), assisted living communities (**AL**), and nursing homes (**NH**). It is important to note that a single Life Plan Community may include ILU (independent living units), and/or ALU (assisted living units), and/or NCB (nursing care beds), but will contain at least independent living and nursing care . The Life Plan Community’s resident payment plans may include entrance fee, condo/co-op, and/or rental programs. Generally, the majority of the Life Plan Community’s units are not NCB. For communities listed as IL, AL or NH, these are communities whose primary unit mix is reflected by the name (e.g. IL community being predominantly Independent Living units.) In a

number of cases, these communities may also offer an additional level of care (e.g. Independent Living along with Assisted Living being listed as an “IL” community). In these instances, the predominant level of care determines the community label. The systems listed in the LZ 200 are ranked by totaling the communities owned by the system in these four key areas: LPCs, IL, AL, and NH.

The Over 200. The LZ 200 stops at the 200th largest not-for-profit system, leaving some senior living systems just beyond the list’s cut-off. The “Over 200” is a listing of the over 200 systems tracked by Ziegler and sorted alphabetically and determined by size.

² The definition of Life Plan Communities (LPC) used by Ziegler in its 2009 *Ziegler National CCRC Listing & Profile* includes the qualifying factor that, at a minimum, a community must offer both independent living and nursing services. This may not be consistent with how organizations classify their communities for this LZ 200 research.

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations

Ranked by Total Senior Living Units

2026 Rank	2025 Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
1	1	National Senior Communities	DC	24,039	20,970	2,118	951	18	18	0	0	0
2	2	The Evangelical Lutheran Good Samaritan Society	SD	12,330	2,863	2,692	6,775	129	36	10	16	67
3	4	Presbyterian Homes & Services	MN	10,746	6,375	2,927	1,444	58	17	35	3	3
4	3	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	10,540	7,334	1,563	1,643	28	28	0	0	0
5	5	Ascension living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19
6	6	HumanGood	CA	6,098	3,703	1,307	1,088	23	23	0	0	0
7	7	Covenant Living Communities and Services	IL	5,933	4,074	941	918	20	17	2	1	0
8	9	Trinity Health Senior Communities	MI	5,039	1,989	1,112	1,938	35	4	11	4	16
9	10	Benedictine	MN	4,980	1,005	1,800	2,175	37	11	4	5	17
10	8	Lifespace Communities, Inc.	TX	4,917	3,373	607	937	15	15	0	0	0
11	11	EverTrue	MO	4,849	2,818	1,054	977	16	14	2	0	0
12	14	Westminster Retirement Communities of Florida	FL	4,446	3,058	618	770	13	13	0	0	0
13	11	Front Porch Communities & Services	CA	4,346	3,521	171	654	16	16	0	0	0
14	17	Otterbein SeniorLife	OH	3,886	1,816	693	1,377	22	12	1	0	9
15	15	Cassia	MN	3,707	88	2,233	1,386	46	0	2	27	17
16	12	Pacific Retirement Services	OR	3,706	2,762	529	415	12	12	0	0	0
17	18	Presbyterian Senior Living	PA	3,441	2,019	620	802	17	11	5	1	0
18	19	Transforming Age	WA	3,383	2,092	1,153	138	20	4	7	9	0
19	20	BHI Senior Living, Inc.	IN	3,278	1,478	1,121	679	12	10	2	0	0
20	16	Concordia Lutheran Ministries	PA	3,276	918	1,636	722	17	7	1	7	2
21	21	Asbury Communities, Inc.	MD	3,005	2,037	526	442	9	5	2	2	0
22	22	Ecumen	MN	2,601	513	1,709	379	26	6	3	17	0
23	24	Springpoint Senior Living, Inc.	NJ	2,559	1,690	378	491	10	8	0	1	1
24	25	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,532	1,615	233	684	5	3	1	0	1
25	27	The Kendal Corporation	DE	2,511	1,816	492	203	9	7	1	0	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Senior Living Units

2026 Rank	2025 Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	NR	CHI Living Communities	OH	2,469	814	883	772	12	6	1	3	2
27	23	The Carmelite System	NY	2,389	189	328	1,872	13	6	1	1	5
28	NR	Integrus Healthcare	MA	2,355	214	192	1,949	20	2	0	3	15
29	33	Willow Valley Communities	PA	2,298	1,724	232	342	3	3	0	0	0
30	31	National Church Residences	OH	2,221	1,374	712	135	15	3	3	9	0
31	26	Ohio Living	OH	2,220	1,370	425	425	10	8	0	0	2
32	32	Christian Care Companies	AZ	2,162	1,682	460	20	6	0	5	0	1
33	29	PMMA (Presbyterian Manors of Mid-America)	KS	2,149	946	528	675	16	13	2	1	0
34	30	Volunteers of America	VA	2,146	604	820	722	9	3	1	3	2
35	28	Bethesda Senior Living Communities	CO	2,045	441	1,604	0	21	0	5	16	0
36	38	Masonicare	CT	2,042	737	875	430	15	2	5	6	2
37	41	ArchCare	NY	2,021	0	134	1,887	9	0	0	2	7
38	34	Homewood Living Ministries fka Homewood Retirement Centers	MD	1,934	1,174	309	451	5	4	1	0	0
39	36	Greencroft Communities	IN	1,912	976	420	516	9	6	3	0	0
40	35	Buckner Retirement Services	TX	1,896	1,194	406	296	7	6	1	0	0
41	37	Kintura	NC	1,875	1,335	246	294	5	5	0	0	0
42	NR	WesleyLife	IA	1,855	852	402	601	10	10	0	0	0
43	39	Lutheran Services Carolinas	NC	1,829	591	334	904	11	3	2	1	5
44	40	Eventide fka Eventide-Tabitha	MN	1,806	245	717	844	10	8	0	1	1
45	45	Franciscan Communities, Inc.	IL	1,803	734	496	573	8	4	1	3	0
46	42	Baptist Village Communities	OK	1,722	1,116	288	318	12	3	8	1	0
47	43	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
48	50	Vivie	MN	1,686	698	868	120	19	0	7	10	2
49	44	Loretto	NY	1,684	210	551	923	9	1	2	4	2
50	46	Life Enriching Communities	OH	1,631	919	393	319	6	6	0	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Senior Living Units

2026 Rank	2025 Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	48	Methodist Retirement Communities	TX	1,549	798	457	294	8	5	2	0	1
52	64	Friendship Retirement Community	VA	1,548	590	377	581	4	2	0	1	1
53	49	Immanuel	NE	1,546	982	402	162	10	9	1	0	0
54	47	United Church Homes	OH	1,535	866	210	459	13	3	8	0	2
55	53	Hebrew SeniorLife	MA	1,490	654	114	722	4	2	1	0	1
56	52	Bethesda Health Group, Inc.	MO	1,487	757	78	652	12	0	7	2	3
57	97	Givens Communities	NC	1,477	1,092	150	235	3	3	0	0	0
58	57	LifeSpire of Virginia	VA	1,470	931	313	226	5	4	1	0	0
59	54	Presbyterian Villages of Michigan	MI	1,466	1,100	264	102	10	1	7	2	0
60	56	FellowshipLIFE	NJ	1,409	893	323	193	5	5	0	0	0
61	58	Presbyterian Living	IL	1,398	818	239	341	4	3	1	0	0
62	59	Sun Health	AZ	1,379	998	191	190	4	4	0	0	0
63	60	Presbyterian SeniorCare Network	PA	1,374	487	397	490	10	3	1	4	2
64	66	Presbyterian Homes of Georgia	GA	1,339	855	149	335	6	3	3	0	0
65	61	EveryAge	NC	1,335	708	180	447	4	4	0	0	0
66	132	Magnolia Manor, Inc.	GA	1,307	294	170	843	8	2	4	1	1
67	77	Legacy Lifecare, Inc.	MA	1,278	102	359	817	13	0	2	6	5
68	65	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
69	51	St. Francis Health Services of Morris, Inc.	MN	1,239	75	366	798	30	0	5	11	14
70	67	Wesley Enhanced Living	PA	1,231	635	236	360	5	4	1	0	0
71	69	Trillium Living fka Holland Home	MI	1,227	765	303	159	2	2	0	0	0
72	76	Mather	IL	1,214	1,000	95	119	4	3	1	0	0
73	70	American Baptist Homes of the Midwest	MN	1,203	374	252	577	7	5	0	0	2
74	63	Phoebe Ministries	PA	1,202	485	228	489	3	3	0	0	0
75	96	Liberty Lutheran Services	PA	1,199	663	320	216	5	3	1	1	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Senior Living Units

2026 Rank	2025 Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	73	Illuminus, Inc.	WI	1,181	252	448	481	9	1	2	2	4
77	75	Friendship Villages of St. Louis	MO	1,177	771	164	242	2	2	0	0	0
78	74	Wesley	WA	1,172	813	251	108	4	0	4	0	0
79	72	Lutheran Homes of South Carolina Inc.	SC	1,168	457	336	375	5	5	0	0	0
80	79	Garden Spot Communities	PA	1,135	791	193	151	3	2	0	0	1
81	78	Community Wellness Partners	NY	1,132	124	292	716	4	0	1	1	2
82	80	Eskaton	CA	1,129	495	539	95	8	1	1	6	0
83	91	Goodwin Living	VA	1,120	598	293	229	4	2	0	1	1
84	82	Baruch Senior Ministries	MI	1,114	6	1,108	0	32	0	0	32	0
85	81	Ingleside	MD	1,113	833	157	123	3	3	0	0	0
86	87	Saint Therese	MN	1,074	526	320	228	7	5	0	2	0
87	85	Pinnacle Living	VA	1,073	544	377	152	6	4	0	2	0
88	55	Mississippi Methodist Senior Services, Inc.	MS	1,068	394	354	320	12	2	7	1	2
89	88	The United Methodist Retirement Homes	NC	1,047	713	140	194	3	3	0	0	0
90	86	Lutheran SeniorLife	PA	1,046	528	244	274	10	2	8	0	0
91	92	Tandem Living	PA	1,031	786	85	160	2	2	0	0	0
92	113	Forefront Living	TX	1,018	695	249	74	3	3	0	0	0
93	89	Sequoia Living, Inc.	CA	1,013	799	126	88	4	4	0	0	0
94	84	Brio Living Services	MI	1,001	592	265	144	5	2	2	1	0
95	93	Presbyterian Communities of South Carolina	SC	987	422	307	258	6	6	0	0	0
96	94	Providence Life Services	IL	986	614	255	117	4	3	1	0	0
97	95	The RiverWoods Group	NH	985	699	187	99	3	3	0	0	0
98	107	Alliance Health & Human Services	MA	960	0	99	861	9	0	0	0	9
99	98	Lutheran Life Communities	IL	949	233	231	485	4	3	0	0	1
100	99	Vista Prairie Communities	MN	943	97	846	0	12	0	1	11	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Senior Living Units

2026 Rank	2025 Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	106	Moorings Park	FL	935	696	133	106	3	1	2	0	0
102	100	Christian Living Communities	CO	934	433	309	192	6	3	0	3	0
103	NR	Gurwin Healthcare System	NY	919	129	210	580	2	1	0	0	1
104	101	National Lutheran Communities and Services	MD	918	532	206	180	3	2	0	1	0
105	103	St. John's Health Care Corporation	NY	916	403	38	475	4	0	1	1	2
106	109	Landis Communities	PA	912	650	159	103	4	1	2	1	0
107	104	Christian Health Care Center	NJ	912	513	95	304	8	2	4	1	1
108	105	Blue Skies of Texas	TX	904	702	122	80	2	2	0	0	0
109	108	Menno-Haven, Inc.	PA	869	496	223	150	2	2	0	0	0
110	115	Lutheran Social Ministries of Maryland	MD	867	665	114	88	2	2	0	0	0
111	110	United Methodist Communities	NJ	866	88	530	248	4	1	0	3	0
112	83	United Methodist Homes	NY	860	439	176	245	3	2	1	0	0
113	111	Wesley Willows	IL	850	566	193	91	3	1	1	1	0
114	118	Heritage Pointe Communities	IN	840	187	328	325	4	4	0	0	0
115	134	Cedar Community	WI	839	464	300	75	10	1	4	5	0
116	90	Felician Services, Inc.	IL	836	138	309	389	8	2	2	1	3
117	114	Living Branches	PA	834	459	232	143	3	2	0	1	0
118	144	Friends Homes Inc.	NC	804	595	100	109	2	2	0	0	0
119	102	Methodist Homes of Alabama & Northwest Florida	AL	801	38	338	425	5	1	0	3	1
120	117	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
121	NR	La Posada Communities	AZ	789	655	134	0	2	2	0	0	0
122	119	Westminster-Canterbury on Chesapeake Bay	VA	781	593	80	108	2	1	1	0	0
123	131	Emerald Communities	WA	779	569	119	91	2	2	0	0	0
124	121	Grace Inspired Living	PA	778	506	137	135	2	2	0	0	0
125	120	St. Ann's Community	NY	768	245	75	448	2	1	1	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Senior Living Units

2026 Rank	2025 Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	122	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
127	158	Friendly Senior Living	NY	759	428	57	274	5	0	3	0	2
128	162	Bluestem Communities	KS	758	446	110	202	3	3	0	0	0
129	123	Sunnyside Communities	VA	756	478	153	125	3	3	0	0	0
130	124	Unitas Communities	PA	753	470	137	146	2	2	0	0	0
131	126	Episcopal SeniorLife Communities	NY	752	407	193	152	10	0	6	3	1
132	137	Ebenezer Society	MN	742	0	489	253	10	0	0	6	4
133	139	LutherCare	PA	736	520	110	106	2	1	1	0	0
134	135	Brazos Presbyterian Homes Holding Inc.	TX	734	540	91	103	3	3	0	0	0
135	127	Ohio Masonic Communities	OH	726	343	249	134	3	2	0	1	0
136	130	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
137	129	Simpson Senior Services	PA	725	496	147	82	3	3	0	0	0
138	132	Masonic Homes of Kentucky, Inc.	KY	720	455	129	136	2	2	0	0	0
139	133	Christian Care Communities	KY	713	262	154	297	10	5	3	2	0
140	143	Community First Solutions	OH	698	220	350	128	6	2	0	3	1
141	136	Sunset Manor, Inc.	MI	687	375	312	0	4	0	2	2	0
142	138	Baptist Homes Healthcare Ministries	MO	680	168	119	393	6	3	1	1	1
143	141	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
144	142	Lutheran Life Villages	IN	672	205	164	303	6	1	1	2	2
145	125	Messiah Lifeways	PA	657	375	164	118	2	1	1	0	0
146	116	Ascentria Care Alliance	MA	652	36	0	616	7	1	1	0	5
147	145	Rockwood Retirement Communities	WA	638	445	148	45	2	2	0	0	0
148	147	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4
149	146	Smith Senior Living	IL	629	312	147	170	2	2	0	0	0
150	182	Guardian Angels	MN	628	213	295	120	5	0	1	3	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Senior Living Units

2026 Rank	2025 Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	149	Morningside Ministries	TX	625	395	90	140	3	2	1	0	0
152	148	Eliza Jennings Senior Care Network	OH	623	176	207	240	4	1	0	2	1
153	151	Shepherd of the Valley Lutheran Retirement Services	OH	615	214	153	248	5	3	1	0	1
154	NR	Bishop Gadsden Episcopal Retirement Community	SC	598	371	127	100	2	2	0	0	0
155	157	Cardinal Ritter Senior Services	MO	596	207	159	230	4	0	1	2	1
156	150	ThriveMore	NC	595	370	136	89	4	3	0	1	0
157	152	Brethren Retirement Community	OH	590	231	199	160	2	2	0	0	0
158	112	The New Jewish Home	NY	586	0	72	514	2	0	0	1	1
159	153	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
160	155	Bethel	NY	563	170	130	263	5	1	1	1	2
161	NR	Lyngblomsten	MN	559	221	113	225	2	0	1	0	1
162	156	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
163	173	Convivial Life Inc.	FL	556	352	204	0	2	1	0	1	0
164	199	Pleasant View Communities	PA	553	402	59	92	3	1	2	0	0
165	160	Silverstone Living	NH	550	286	139	125	3	2	0	1	0
166	163	Church Homes, Inc.	CT	542	319	24	199	2	2	0	0	0
167	164	Redstone Presbyterian SeniorCare	PA	535	307	151	77	3	1	2	0	0
168	166	Christian Village Communities	OH	533	201	182	150	2	2	0	0	0
169	159	Sholom Community Alliance	MN	532	153	122	257	5	0	1	2	2
170	165	Episcopal Retirement Services	OH	522	309	75	138	3	2	0	1	0
171	167	Willow Brook Christian Communities	OH	518	267	167	84	3	1	1	0	1
172	168	CRISTA Senior Living	WA	517	374	143	0	2	0	1	1	0
173	169	Medford Leas	NJ	511	392	105	14	2	1	1	0	0
174	154	Episcopal Communities & Services	CA	509	432	77	0	4	3	0	1	0
175	171	Judson Services, Inc.	OH	500	227	135	138	2	1	1	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Senior Living Units

2026 Rank	2025 Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	170	St. John's United	MT	500	203	209	88	4	4	0	0	0
177	172	The Village of St. Edward	OH	493	127	285	81	3	1	0	2	0
178	177	The Loomis Communities	MA	473	367	64	42	3	3	0	0	0
179	175	Bethany St. Joseph Corporation	WI	473	135	158	180	12	0	5	5	2
180	161	Ararat Home of Los Angeles	CA	470	45	125	300	3	2	0	0	1
181	176	Deaconess Abundant Life Communities	MA	469	283	144	42	3	1	1	1	0
182	186	Good Shepherd Communities	NY	469	258	99	112	3	2	0	0	1
183	179	Resthaven	MI	466	183	138	145	4	3	0	1	0
184	180	Taylor Community	NH	457	310	147	0	4	2	2	0	0
185	183	Michigan Masonic Homes	MI	442	38	155	249	2	1	0	0	1
186	184	Bethesda	MN	430	89	93	248	3	1	1	1	0
187	185	Allegheny Lutheran Social Ministries	PA	428	173	103	152	3	3	0	0	0
188	200+	Genacross Lutheran Services	OH	427	214	119	94	2	2	0	0	0
189	200	HutsonWood, Inc.	TN	417	73	116	228	4	1	0	0	3
190	190	A.G. Rhodes	GA	416	0	0	416	3	0	0	0	3
191	195	Oaknoll	IA	410	303	37	70	2	1	1	0	0
192	193	Beechwood Continuing Care	NY	408	188	0	220	3	0	2	0	1
193	192	Parker Health Group	NJ	407	0	60	347	5	0	0	1	4
194	194	CJE SeniorLife	IL	405	240	165	0	3	1	1	1	0
195	187	Lutheran Home & Harwood Place	WI	404	169	98	137	2	1	0	1	0
196	188	Skaalen Retirement Services	WI	400	229	101	70	2	1	1	0	0
197	189	Wesbury United Methodist Community	PA	394	95	89	210	2	1	1	0	0
198	197	South Carolina Baptist Ministries of Aging (SCBMA)	SC	393	134	83	176	2	2	0	0	0
199	196	Canterbury Woods	NY	384	296	38	50	2	2	0	0	0
200	198	Trinity Senior Services	WI	383	202	74	107	2	1	1	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations

Ranked by Independent Living Units

2026 IL Rank	2025 IL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
1	1	National Senior Communities	DC	24,039	20,970	2,118	951	18	18	0	0	0
2	2	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	10,540	7,334	1,563	1,643	28	28	0	0	0
3	3	Presbyterian Homes & Services	MN	10,746	6,375	2,927	1,444	58	17	35	3	3
4	4	Covenant Living Communities and Services	IL	5,933	4,074	941	918	20	17	2	1	0
5	5	HumanGood	CA	6,098	3,703	1,307	1,088	23	23	0	0	0
6	7	Front Porch Communities & Services	CA	4,346	3,521	171	654	16	16	0	0	0
7	6	Lifespace Communities, Inc.	TX	4,917	3,373	607	937	15	15	0	0	0
8	10	Westminster Retirement Communities of Florida	FL	4,446	3,058	618	770	13	13	0	0	0
9	9	The Evangelical Lutheran Good Samaritan Society	SD	12,330	2,863	2,692	6,775	129	36	10	16	67
10	11	EverTrue	MO	4,849	2,818	1,054	977	16	14	2	0	0
11	8	Pacific Retirement Services	OR	3,706	2,762	529	415	12	12	0	0	0
12	15	Transforming Age	WA	3,383	2,092	1,153	138	20	4	7	9	0
13	12	Asbury Communities, Inc.	MD	3,005	2,037	526	442	9	5	2	2	0
14	13	Presbyterian Senior Living	PA	3,441	2,019	620	802	17	11	5	1	0
15	14	Trinity Health Senior Communities	MI	5,039	1,989	1,112	1,938	35	4	11	4	16
16	21	Otterbein SeniorLife	OH	3,886	1,816	693	1,377	22	12	1	0	9
17	16	The Kendal Corporation	DE	2,511	1,816	492	203	9	7	1	0	1
18	17	Ascension living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19
19	20	Willow Valley Communities	PA	2,298	1,724	232	342	3	3	0	0	0
20	18	Springpoint Senior Living, Inc.	NJ	2,559	1,690	378	491	10	8	0	1	1
21	19	Christian Care Companies	AZ	2,162	1,682	460	20	6	0	5	0	1
22	22	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,532	1,615	233	684	5	3	1	0	1
23	24	BHI Senior Living, Inc.	IN	3,278	1,478	1,121	679	12	10	2	0	0
24	26	National Church Residences	OH	2,221	1,374	712	135	15	3	3	9	0
25	23	Ohio Living	OH	2,220	1,370	425	425	10	8	0	0	2

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Independent Living Units

2026 IL Rank	2025 IL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	25	Kintura	NC	1,875	1,335	246	294	5	5	0	0	0
27	27	Buckner Retirement Services	TX	1,896	1,194	406	296	7	6	1	0	0
28	28	Homewood Living Ministries fka Homewood Retirement Centers	MD	1,934	1,174	309	451	5	4	1	0	0
29	30	Baptist Village Communities	OK	1,722	1,116	288	318	12	3	8	1	0
30	31	Presbyterian Villages of Michigan	MI	1,466	1,100	264	102	10	1	7	2	0
31	47	Givens Communities	NC	1,477	1,092	150	235	3	3	0	0	0
32	35	Benedictine	MN	4,980	1,005	1,800	2,175	37	11	4	5	17
33	32	Mather	IL	1,214	1,000	95	119	4	3	1	0	0
34	33	Sun Health	AZ	1,379	998	191	190	4	4	0	0	0
35	34	Immanuel	NE	1,546	982	402	162	10	9	1	0	0
36	59	Greencroft Communities	IN	1,912	976	420	516	9	6	3	0	0
37	36	PMMA (Presbyterian Manors of Mid-America)	KS	2,149	946	528	675	16	13	2	1	0
38	38	LifeSpire of Virginia	VA	1,470	931	313	226	5	4	1	0	0
39	37	Life Enriching Communities	OH	1,631	919	393	319	6	6	0	0	0
40	29	Concordia Lutheran Ministries	PA	3,276	918	1,636	722	17	7	1	7	2
41	39	FellowshipLIFE	NJ	1,409	893	323	193	5	5	0	0	0
42	40	United Church Homes	OH	1,535	866	210	459	13	3	8	0	2
43	53	Presbyterian Homes of Georgia	GA	1,339	855	149	335	6	3	3	0	0
44	NR	WesleyLife	IA	1,855	852	402	601	10	10	0	0	0
45	41	Ingleside	MD	1,113	833	157	123	3	3	0	0	0
46	42	Presbyterian Living	IL	1,398	818	239	341	4	3	1	0	0
47	NR	CHI Living Communities	OH	2,469	814	883	772	12	6	1	3	2
48	46	Wesley	WA	1,172	813	251	108	4	0	4	0	0
49	43	Sequoia Living, Inc.	CA	1,013	799	126	88	4	4	0	0	0
50	44	Methodist Retirement Communities	TX	1,549	798	457	294	8	5	2	0	1

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Independent Living Units

2026 IL Rank	2025 IL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	49	Garden Spot Communities	PA	1,135	791	193	151	3	2	0	0	1
52	54	Tandem Living	PA	1,031	786	85	160	2	2	0	0	0
53	50	Friendship Villages of St. Louis	MO	1,177	771	164	242	2	2	0	0	0
54	51	Trillium Living fka Holland Home	MI	1,227	765	303	159	2	2	0	0	0
55	52	Bethesda Health Group, Inc.	MO	1,487	757	78	652	12	0	7	2	3
56	45	Masonicare	CT	2,042	737	875	430	15	2	5	6	2
57	55	Franciscan Communities, Inc.	IL	1,803	734	496	573	8	4	1	3	0
58	60	The United Methodist Retirement Homes	NC	1,047	713	140	194	3	3	0	0	0
59	56	EveryAge	NC	1,335	708	180	447	4	4	0	0	0
60	58	Blue Skies of Texas	TX	904	702	122	80	2	2	0	0	0
61	57	The RiverWoods Group	NH	985	699	187	99	3	3	0	0	0
62	64	Vivie	MN	1,686	698	868	120	19	0	7	10	2
63	61	Moorings Park	FL	935	696	133	106	3	1	2	0	0
64	77	Forefront Living	TX	1,018	695	249	74	3	3	0	0	0
65	66	Lutheran Social Ministries of Maryland	MD	867	665	114	88	2	2	0	0	0
66	103	Liberty Lutheran Services	PA	1,199	663	320	216	5	3	1	1	0
67	NR	La Posada Communities	AZ	789	655	134	0	2	2	0	0	0
68	63	Hebrew SeniorLife	MA	1,490	654	114	722	4	2	1	0	1
69	68	Landis Communities	PA	912	650	159	103	4	1	2	1	0
70	65	Wesley Enhanced Living	PA	1,231	635	236	360	5	4	1	0	0
71	67	Providence Life Services	IL	986	614	255	117	4	3	1	0	0
72	69	Volunteers of America	VA	2,146	604	820	722	9	3	1	3	2
73	70	Goodwin Living	VA	1,120	598	293	229	4	2	0	1	1
74	101	Friends Homes Inc.	NC	804	595	100	109	2	2	0	0	0
75	71	Westminster-Canterbury on Chesapeake Bay	VA	781	593	80	108	2	1	1	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Independent Living Units

2026 IL Rank	2025 IL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	62	Brio Living Services	MI	1,001	592	265	144	5	2	2	1	0
77	72	Lutheran Services Carolinas	NC	1,829	591	334	904	11	3	2	1	5
78	92	Friendship Retirement Community	VA	1,548	590	377	581	4	2	0	1	1
79	80	Emerald Communities	WA	779	569	119	91	2	2	0	0	0
80	75	Wesley Willows	IL	850	566	193	91	3	1	1	1	0
81	79	Pinnacle Living	VA	1,073	544	377	152	6	4	0	2	0
82	85	Brazos Presbyterian Homes Holding Inc.	TX	734	540	91	103	3	3	0	0	0
83	78	National Lutheran Communities and Services	MD	918	532	206	180	3	2	0	1	0
84	82	Lutheran SeniorLife	PA	1,046	528	244	274	10	2	8	0	0
85	81	Saint Therese	MN	1,074	526	320	228	7	5	0	2	0
86	93	LutherCare	PA	736	520	110	106	2	1	1	0	0
87	84	Ecumen	MN	2,601	513	1,709	379	26	6	3	17	0
88	83	Christian Health Care Center	NJ	912	513	95	304	8	2	4	1	1
89	99	Grace Inspired Living	PA	778	506	137	135	2	2	0	0	0
90	86	Menno-Haven, Inc.	PA	869	496	223	150	2	2	0	0	0
91	88	Simpson Senior Services	PA	725	496	147	82	3	3	0	0	0
92	89	Eskaton	CA	1,129	495	539	95	8	1	1	6	0
93	90	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
94	91	Presbyterian SeniorCare Network	PA	1,374	487	397	490	10	3	1	4	2
95	87	Phoebe Ministries	PA	1,202	485	228	489	3	3	0	0	0
96	94	Sunnyside Communities	VA	756	478	153	125	3	3	0	0	0
97	95	Unitas Communities	PA	753	470	137	146	2	2	0	0	0
98	108	Cedar Community	WI	839	464	300	75	10	1	4	5	0
99	96	Living Branches	pa	834	459	232	143	3	2	0	1	0
100	98	Lutheran Homes of South Carolina Inc.	SC	1,168	457	336	375	5	5	0	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Independent Living Units

2026 IL Rank	2025 IL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	100	Masonic Homes of Kentucky, Inc.	KY	720	455	129	136	2	2	0	0	0
102	122	Bluestem Communities	KS	758	446	110	202	3	3	0	0	0
103	102	Rockwood Retirement Communities	WA	638	445	148	45	2	2	0	0	0
104	73	Bethesda Senior Living Communities	CO	2,045	441	1,604	0	21	0	5	16	0
105	105	United Methodist Homes	NY	860	439	176	245	3	2	1	0	0
106	106	Christian Living Communities	CO	934	433	309	192	6	3	0	3	0
107	104	Episcopal Communities & Services	CA	509	432	77	0	4	3	0	1	0
108	133	Friendly Senior Living	NY	759	428	57	274	5	0	3	0	2
109	107	Presbyterian Communities of South Carolina	SC	987	422	307	258	6	6	0	0	0
110	109	Episcopal SeniorLife Communities	NY	752	407	193	152	10	0	6	3	1
111	110	St. John's Health Care Corporation	NY	916	403	38	475	4	0	1	1	2
112	152	Pleasant View Communities	PA	553	402	59	92	3	1	2	0	0
113	111	Morningside Ministries	TX	625	395	90	140	3	2	1	0	0
114	48	Mississippi Methodist Senior Services, Inc.	MS	1,068	394	354	320	12	2	7	1	2
115	112	Medford Leas	NJ	511	392	105	14	2	1	1	0	0
116	113	Sunset Manor, Inc.	MI	687	375	312	0	4	0	2	2	0
117	97	Messiah Lifeways	PA	657	375	164	118	2	1	1	0	0
118	114	American Baptist Homes of the Midwest	MN	1,203	374	252	577	7	5	0	0	2
119	115	CRISTA Senior Living	WA	517	374	143	0	2	0	1	1	0
120	NR	Bishop Gadsden Episcopal Retirement Community	SC	598	371	127	100	2	2	0	0	0
121	119	ThriveMore	NC	595	370	136	89	4	3	0	1	0
122	117	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
123	116	The Loomis Communities	MA	473	367	64	42	3	3	0	0	0
124	118	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
125	130	Convivial Life Inc.	FL	556	352	204	0	2	1	0	1	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Independent Living Units

2026 IL Rank	2025 IL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	120	Ohio Masonic Communities	OH	726	343	249	134	3	2	0	1	0
127	125	Church Homes, Inc.	CT	542	319	24	199	2	2	0	0	0
128	123	Smith Senior Living	IL	629	312	147	170	2	2	0	0	0
129	127	Taylor Community	NH	457	310	147	0	4	2	2	0	0
130	128	Episcopal Retirement Services	OH	522	309	75	138	3	2	0	1	0
131	129	Redstone Presbyterian SeniorCare	PA	535	307	151	77	3	1	2	0	0
132	131	Oaknoll	IA	410	303	37	70	2	1	1	0	0
133	132	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
134	134	Canterbury Woods	NY	384	296	38	50	2	2	0	0	0
135	135	Magnolia Manor, Inc.	GA	1,307	294	170	843	8	2	4	1	1
136	137	Silverstone Living	NH	550	286	139	125	3	2	0	1	0
137	138	Deaconess Abundant Life Communities	MA	469	283	144	42	3	1	1	1	0
138	139	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
139	140	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
140	141	Willow Brook Christian Communities	OH	518	267	167	84	3	1	1	0	1
141	142	Christian Care Communities	KY	713	262	154	297	10	5	3	2	0
142	161	Good Shepherd Communities	NY	469	258	99	112	3	2	0	0	1
143	143	Illuminus, Inc.	WI	1,181	252	448	481	9	1	2	2	4
144	145	Eventide fka Eventide-Tabitha	MN	1,806	245	717	844	10	8	0	1	1
145	144	St. Ann's Community	NY	768	245	75	448	2	1	1	0	0
146	147	CJE SeniorLife	IL	405	240	165	0	3	1	1	1	0
147	149	Lutheran Life Communities	IL	949	233	231	485	4	3	0	0	1
148	153	Brethren Retirement Community	OH	590	231	199	160	2	2	0	0	0
149	151	Skaalen Retirement Services	WI	400	229	101	70	2	1	1	0	0
150	154	Judson Services, Inc.	OH	500	227	135	138	2	1	1	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Independent Living Units

2026 IL Rank	2025 IL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	NR	Lyngblomsten	MN	559	221	113	225	2	0	1	0	1
152	159	Community First Solutions	OH	698	220	350	128	6	2	0	3	1
153	NR	Integrus Healthcare	MA	2,355	214	192	1,949	20	2	0	3	15
154	148	Shepherd of the Valley Lutheran Retirement Services	OH	615	214	153	248	5	3	1	0	1
155	200+	Genacross Lutheran Services	OH	427	214	119	94	2	2	0	0	0
156	190	Guardian Angels	MN	628	213	295	120	5	0	1	3	1
157	157	Loretto	NY	1,684	210	551	923	9	1	2	4	2
158	158	Cardinal Ritter Senior Services	MO	596	207	159	230	4	0	1	2	1
159	166	Lutheran Life Villages	IN	672	205	164	303	6	1	1	2	2
160	160	St. John's United	MT	500	203	209	88	4	4	0	0	0
161	159	Trinity Senior Services	WI	383	202	74	107	2	1	1	0	0
162	162	Christian Village Communities	OH	533	201	182	150	2	2	0	0	0
163	150	The Carmelite System	NY	2,389	189	328	1,872	13	6	1	1	5
164	164	Beechwood Continuing Care	NY	408	188	0	220	3	0	2	0	1
165	163	Heritage Pointe Communities	IN	840	187	328	325	4	4	0	0	0
166	167	Resthaven	MI	466	183	138	145	4	3	0	1	0
167	168	Eliza Jennings Senior Care Network	OH	623	176	207	240	4	1	0	2	1
168	169	Allegheny Lutheran Social Ministries	PA	428	173	103	152	3	3	0	0	0
169	170	Bethel	NY	563	170	130	263	5	1	1	1	2
170	171	Lutheran Home & Harwood Place	WI	404	169	98	137	2	1	0	1	0
171	172	Baptist Homes Healthcare Ministries	MO	680	168	119	393	6	3	1	1	1
172	173	Sholom Community Alliance	MN	532	153	122	257	5	0	1	2	2
173	126	Felician Services, Inc.	IL	836	138	309	389	8	2	2	1	3
174	174	Bethany St. Joseph Corporation	WI	473	135	158	180	12	0	5	5	2
175	175	South Carolina Baptist Ministries of Aging (SCBMA)	SC	393	134	83	176	2	2	0	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Independent Living Units

2026 IL Rank	2025 IL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	NR	Gurwin Healthcare System	NY	919	129	210	580	2	1	0	0	1
177	176	The Village of St. Edward	OH	493	127	285	81	3	1	0	2	0
178	177	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4
179	178	Community Wellness Partners	NY	1,132	124	292	716	4	0	1	1	2
180	195	Legacy Lifecare, Inc.	MA	1,278	102	359	817	13	0	2	6	5
181	180	Vista Prairie Communities	MN	943	97	846	0	12	0	1	11	0
182	179	Wesbury United Methodist Community	PA	394	95	89	210	2	1	1	0	0
183	181	Bethesda	MN	430	89	93	248	3	1	1	1	0
184	182	Cassia	MN	3,707	88	2,233	1,386	46	0	2	27	17
185	183	United Methodist Communities	NJ	866	88	530	248	4	1	0	3	0
186	184	St. Francis Health Services of Morris, Inc.	MN	1,239	75	366	798	30	0	5	11	14
187	200	HutsonWood, Inc.	TN	417	73	116	228	4	1	0	0	3
188	186	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
189	185	Ararat Home of Los Angeles	CA	470	45	125	300	3	2	0	0	1
190	188	Methodist Homes of Alabama & Northwest Florida	AL	801	38	338	425	5	1	0	3	1
191	189	Michigan Masonic Homes	MI	442	38	155	249	2	1	0	0	1
192	187	Ascentria Care Alliance	MA	652	36	0	616	7	1	1	0	5
193	192	Baruch Senior Ministries	MI	1,114	6	1,108	0	32	0	0	32	0
194	193	ArchCare	NY	2,021	0	134	1,887	9	0	0	2	7
195	194	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
196	196	Alliance Health & Human Services	MA	960	0	99	861	9	0	0	0	9
197	197	Ebenezer Society	MN	742	0	489	253	10	0	0	6	4
198	191	The New Jewish Home	NY	586	0	72	514	2	0	0	1	1
199	198	A.G. Rhodes	GA	416	0	0	416	3	0	0	0	3
200	199	Parker Health Group	NJ	407	0	60	347	5	0	0	1	4

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations

Ranked by Total Assisted Living Units

2026 AL Rank	2025 AL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
1	1	Presbyterian Homes & Services	MN	10,746	6,375	2,927	1,444	58	17	35	3	3
2	2	The Evangelical Lutheran Good Samaritan Society	SD	12,330	2,863	2,692	6,775	129	36	10	16	67
3	3	Cassia	MN	3,707	88	2,233	1,386	46	0	2	27	17
4	4	National Senior Communities	DC	24,039	20,970	2,118	951	18	18	0	0	0
5	6	Benedictine	MN	4,980	1,005	1,800	2,175	37	11	4	5	17
6	7	Ecumen	MN	2,601	513	1,709	379	26	6	3	17	0
7	5	Concordia Lutheran Ministries	PA	3,276	918	1,636	722	17	7	1	7	2
8	8	Bethesda Senior Living Communities	CO	2,045	441	1,604	0	21	0	5	16	0
9	9	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	10,540	7,334	1,563	1,643	28	28	0	0	0
10	10	HumanGood	CA	6,098	3,703	1,307	1,088	23	23	0	0	0
11	11	Ascension living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19
12	12	Transforming Age	WA	3,383	2,092	1,153	138	20	4	7	9	0
13	13	BHI Senior Living, Inc.	IN	3,278	1,478	1,121	679	12	10	2	0	0
14	14	Trinity Health Senior Communities	MI	5,039	1,989	1,112	1,938	35	4	11	4	16
15	16	Baruch Senior Ministries	MI	1,114	6	1,108	0	32	0	0	32	0
16	15	EverTrue	MO	4,849	2,818	1,054	977	16	14	2	0	0
17	17	Covenant Living Communities and Services	IL	5,933	4,074	941	918	20	17	2	1	0
18	NR	CHI Living Communities	OH	2,469	814	883	772	12	6	1	3	2
19	25	Masonicare	CT	2,042	737	875	430	15	2	5	6	2
20	20	Vivie	MN	1,686	698	868	120	19	0	7	10	2
21	18	Vista Prairie Communities	MN	943	97	846	0	12	0	1	11	0
22	19	Volunteers of America	VA	2,146	604	820	722	9	3	1	3	2
23	24	Eventide fka Eventide-Tabitha	MN	1,806	245	717	844	10	8	0	1	1
24	22	National Church Residences	OH	2,221	1,374	712	135	15	3	3	9	0
25	26	Otterbein SeniorLife	OH	3,886	1,816	693	1,377	22	12	1	0	9

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Assisted Living Units

2026 AL Rank	2025 AL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	27	Presbyterian Senior Living	PA	3,441	2,019	620	802	17	11	5	1	0
27	28	Westminster Retirement Communities of Florida	FL	4,446	3,058	618	770	13	13	0	0	0
28	23	Lifespace Communities, Inc.	TX	4,917	3,373	607	937	15	15	0	0	0
29	31	Loretto	NY	1,684	210	551	923	9	1	2	4	2
30	32	Eskaton	CA	1,129	495	539	95	8	1	1	6	0
31	34	United Methodist Communities	NJ	866	88	530	248	4	1	0	3	0
32	21	Pacific Retirement Services	OR	3,706	2,762	529	415	12	12	0	0	0
33	33	PMMA (Presbyterian Manors of Mid-America)	KS	2,149	946	528	675	16	13	2	1	0
34	35	Asbury Communities, Inc.	MD	3,005	2,037	526	442	9	5	2	2	0
35	44	Franciscan Communities, Inc.	IL	1,803	734	496	573	8	4	1	3	0
36	55	The Kendal Corporation	DE	2,511	1,816	492	203	9	7	1	0	1
37	38	Ebenezer Society	MN	742	0	489	253	10	0	0	6	4
38	40	Christian Care Companies	AZ	2,162	1,682	460	20	6	0	5	0	1
39	36	Methodist Retirement Communities	TX	1,549	798	457	294	8	5	2	0	1
40	37	Illuminus, Inc.	WI	1,181	252	448	481	9	1	2	2	4
41	39	Ohio Living	OH	2,220	1,370	425	425	10	8	0	0	2
42	30	Greencroft Communities	IN	1,912	976	420	516	9	6	3	0	0
43	41	Buckner Retirement Services	TX	1,896	1,194	406	296	7	6	1	0	0
44	42	Immanuel	NE	1,546	982	402	162	10	9	1	0	0
45	NR	WesleyLife	IA	1,855	852	402	601	10	10	0	0	0
46	46	Presbyterian SeniorCare Network	PA	1,374	487	397	490	10	3	1	4	2
47	43	Life Enriching Communities	OH	1,631	919	393	319	6	6	0	0	0
48	45	Springpoint Senior Living, Inc.	NJ	2,559	1,690	378	491	10	8	0	1	1
49	59	Friendship Retirement Community	VA	1,548	590	377	581	4	2	0	1	1
50	47	Pinnacle Living	VA	1,073	544	377	152	6	4	0	2	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Assisted Living Units

2026 AL Rank	2025 AL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	29	St. Francis Health Services of Morris, Inc.	MN	1,239	75	366	798	30	0	5	11	14
52	48	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
53	49	Legacy Lifecare, Inc.	MA	1,278	102	359	817	13	0	2	6	5
54	52	Mississippi Methodist Senior Services, Inc.	MS	1,068	394	354	320	12	2	7	1	2
55	63	Community First Solutions	OH	698	220	350	128	6	2	0	3	1
56	53	Methodist Homes of Alabama & Northwest Florida	AL	801	38	338	425	5	1	0	3	1
57	50	Lutheran Homes of South Carolina Inc.	SC	1,168	457	336	375	5	5	0	0	0
58	54	Lutheran Services Carolinas	NC	1,829	591	334	904	11	3	2	1	5
59	51	The Carmelite System	NY	2,389	189	328	1,872	13	6	1	1	5
60	79	Heritage Pointe Communities	IN	840	187	328	325	4	4	0	0	0
61	56	FellowshipLIFE	NJ	1,409	893	323	193	5	5	0	0	0
62	57	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
63	58	Liberty Lutheran Services	PA	1,199	663	320	216	5	3	1	1	0
64	72	Saint Therese	MN	1,074	526	320	228	7	5	0	2	0
65	66	LifeSpire of Virginia	VA	1,470	931	313	226	5	4	1	0	0
66	60	Sunset Manor, Inc.	MI	687	375	312	0	4	0	2	2	0
67	61	Homewood Living Ministries fka Homewood Retirement Centers	MD	1,934	1,174	309	451	5	4	1	0	0
68	62	Christian Living Communities	CO	934	433	309	192	6	3	0	3	0
69	71	Felician Services, Inc.	IL	836	138	309	389	8	2	2	1	3
70	64	Presbyterian Communities of South Carolina	SC	987	422	307	258	6	6	0	0	0
71	65	Trillium Living fka Holland Home	MI	1,227	765	303	159	2	2	0	0	0
72	94	Cedar Community	WI	839	464	300	75	10	1	4	5	0
73	68	Guardian Angels	MN	628	213	295	120	5	0	1	3	1
74	86	Goodwin Living	VA	1,120	598	293	229	4	2	0	1	1
75	67	Community Wellness Partners	NY	1,132	124	292	716	4	0	1	1	2

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Assisted Living Units

2026 AL Rank	2025 AL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	70	Baptist Village Communities	OK	1,722	1,116	288	318	12	3	8	1	0
77	74	The Village of St. Edward	OH	493	127	285	81	3	1	0	2	0
78	75	Brio Living Services	MI	1,001	592	265	144	5	2	2	1	0
79	76	Presbyterian Villages of Michigan	MI	1,466	1,100	264	102	10	1	7	2	0
80	78	Providence Life Services	IL	986	614	255	117	4	3	1	0	0
81	81	American Baptist Homes of the Midwest	MN	1,203	374	252	577	7	5	0	0	2
82	82	Wesley	WA	1,172	813	251	108	4	0	4	0	0
83	102	Forefront Living	TX	1,018	695	249	74	3	3	0	0	0
84	83	Ohio Masonic Communities	OH	726	343	249	134	3	2	0	1	0
85	80	Kintura	NC	1,875	1,335	246	294	5	5	0	0	0
86	96	Lutheran SeniorLife	PA	1,046	528	244	274	10	2	8	0	0
87	84	Presbyterian Living	IL	1,398	818	239	341	4	3	1	0	0
88	85	Wesley Enhanced Living	PA	1,231	635	236	360	5	4	1	0	0
89	87	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,532	1,615	233	684	5	3	1	0	1
90	92	Willow Valley Communities	PA	2,298	1,724	232	342	3	3	0	0	0
91	88	Living Branches	pa	834	459	232	143	3	2	0	1	0
92	97	Lutheran Life Communities	IL	949	233	231	485	4	3	0	0	1
93	77	Phoebe Ministries	PA	1,202	485	228	489	3	3	0	0	0
94	90	Menno-Haven, Inc.	PA	869	496	223	150	2	2	0	0	0
95	91	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
96	93	United Church Homes	OH	1,535	866	210	459	13	3	8	0	2
97	NR	Gurwin Healthcare System	NY	919	129	210	580	2	1	0	0	1
98	103	St. John's United	MT	500	203	209	88	4	4	0	0	0
99	98	Eliza Jennings Senior Care Network	OH	623	176	207	240	4	1	0	2	1
100	99	National Lutheran Communities and Services	MD	918	532	206	180	3	2	0	1	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Assisted Living Units

2026 AL Rank	2025 AL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	112	Convivial Life Inc.	FL	556	352	204	0	2	1	0	1	0
102	104	Brethren Retirement Community	OH	590	231	199	160	2	2	0	0	0
103	106	Garden Spot Communities	PA	1,135	791	193	151	3	2	0	0	1
104	101	Wesley Willows	IL	850	566	193	91	3	1	1	1	0
105	107	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
106	108	Episcopal SeniorLife Communities	NY	752	407	193	152	10	0	6	3	1
107	NR	Integrity Healthcare	MA	2,355	214	192	1,949	20	2	0	3	15
108	105	Sun Health	AZ	1,379	998	191	190	4	4	0	0	0
109	109	The RiverWoods Group	NH	985	699	187	99	3	3	0	0	0
110	111	Christian Village Communities	OH	533	201	182	150	2	2	0	0	0
111	113	EveryAge	NC	1,335	708	180	447	4	4	0	0	0
112	93	United Methodist Homes	NY	860	439	176	245	3	2	1	0	0
113	114	Front Porch Communities & Services	CA	4,346	3,521	171	654	16	16	0	0	0
114	115	Magnolia Manor, Inc.	GA	1,307	294	170	843	8	2	4	1	1
115	116	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4
116	117	Willow Brook Christian Communities	OH	518	267	167	84	3	1	1	0	1
117	118	CJE SeniorLife	IL	405	240	165	0	3	1	1	1	0
118	143	Friendship Villages of St. Louis	MO	1,177	771	164	242	2	2	0	0	0
119	120	Messiah Lifeways	PA	657	375	164	118	2	1	1	0	0
120	119	Lutheran Life Villages	IN	672	205	164	303	6	1	1	2	2
121	121	Landis Communities	PA	912	650	159	103	4	1	2	1	0
122	151	Cardinal Ritter Senior Services	MO	596	207	159	230	4	0	1	2	1
123	122	Bethany St. Joseph Corporation	WI	473	135	158	180	12	0	5	5	2
124	123	Ingleside	MD	1,113	833	157	123	3	3	0	0	0
125	124	Michigan Masonic Homes	MI	442	38	155	249	2	1	0	0	1

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Assisted Living Units

2026 AL Rank	2025 AL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	125	Christian Care Communities	KY	713	262	154	297	10	5	3	2	0
127	127	Sunnyside Communities	VA	756	478	153	125	3	3	0	0	0
128	89	Shepherd of the Valley Lutheran Retirement Services	OH	615	214	153	248	5	3	1	0	1
129	129	Redstone Presbyterian SeniorCare	PA	535	307	151	77	3	1	2	0	0
130	193	Givens Communities	NC	1,477	1,092	150	235	3	3	0	0	0
131	130	Presbyterian Homes of Georgia	GA	1,339	855	149	335	6	3	3	0	0
132	132	Rockwood Retirement Communities	WA	638	445	148	45	2	2	0	0	0
133	131	Simpson Senior Services	PA	725	496	147	82	3	3	0	0	0
134	135	Smith Senior Living	IL	629	312	147	170	2	2	0	0	0
135	133	Taylor Community	NH	457	310	147	0	4	2	2	0	0
136	134	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
137	136	Deaconess Abundant Life Communities	MA	469	283	144	42	3	1	1	1	0
138	137	CRISTA Senior Living	WA	517	374	143	0	2	0	1	1	0
139	139	The United Methodist Retirement Homes	NC	1,047	713	140	194	3	3	0	0	0
140	140	Silverstone Living	NH	550	286	139	125	3	2	0	1	0
141	141	Resthaven	MI	466	183	138	145	4	3	0	1	0
142	128	Grace Inspired Living	PA	778	506	137	135	2	2	0	0	0
143	142	Unitas Communities	PA	753	470	137	146	2	2	0	0	0
144	144	ThriveMore	NC	595	370	136	89	4	3	0	1	0
145	145	Judson Services, Inc.	OH	500	227	135	138	2	1	1	0	0
146	NR	La Posada Communities	AZ	789	655	134	0	2	2	0	0	0
147	189	ArchCare	NY	2,021	0	134	1,887	9	0	0	2	7
148	158	Moorings Park	FL	935	696	133	106	3	1	2	0	0
149	146	Bethel	NY	563	170	130	263	5	1	1	1	2
150	148	Masonic Homes of Kentucky, Inc.	KY	720	455	129	136	2	2	0	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Assisted Living Units

2026 AL Rank	2025 AL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	NR	Bishop Gadsden Episcopal Retirement Community	SC	598	371	127	100	2	2	0	0	0
152	149	Sequoia Living, Inc.	CA	1,013	799	126	88	4	4	0	0	0
153	126	Ararat Home of Los Angeles	CA	470	45	125	300	3	2	0	0	1
154	150	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
155	147	Blue Skies of Texas	TX	904	702	122	80	2	2	0	0	0
156	138	Sholom Community Alliance	MN	532	153	122	257	5	0	1	2	2
157	159	Emerald Communities	WA	779	569	119	91	2	2	0	0	0
158	200+	Genacross Lutheran Services	OH	427	214	119	94	2	2	0	0	0
159	154	Baptist Homes Healthcare Ministries	MO	680	168	119	393	6	3	1	1	1
160	181	HutsonWood, Inc.	TN	417	73	116	228	4	1	0	0	3
161	169	Lutheran Social Ministries of Maryland	MD	867	665	114	88	2	2	0	0	0
162	155	Hebrew SeniorLife	MA	1,490	654	114	722	4	2	1	0	1
163	NR	Lyngblomsten	MN	559	221	113	225	2	0	1	0	1
164	157	Luthercare	PA	736	520	110	106	2	1	1	0	0
165	185	Bluestem Communities	KS	758	446	110	202	3	3	0	0	0
166	160	Medford Leas	NJ	511	392	105	14	2	1	1	0	0
167	161	Allegheny Lutheran Social Ministries	PA	428	173	103	152	3	3	0	0	0
168	162	Skaalen Retirement Services	WI	400	229	101	70	2	1	1	0	0
169	166	Friends Homes Inc.	NC	804	595	100	109	2	2	0	0	0
170	182	Good Shepherd Communities	NY	469	258	99	112	3	2	0	0	1
171	177	Alliance Health & Human Services	MA	960	0	99	861	9	0	0	0	9
172	163	Lutheran Home & Harwood Place	WI	404	169	98	137	2	1	0	1	0
173	187	Mather	IL	1,214	1,000	95	119	4	3	1	0	0
174	164	Christian Health Care Center	NJ	912	513	95	304	8	2	4	1	1
175	165	Bethesda	MN	430	89	93	248	3	1	1	1	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Total Assisted Living Units

2026 AL Rank	2025 AL Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	167	Brazos Presbyterian Homes Holding Inc.	TX	734	540	91	103	3	3	0	0	0
177	170	Morningside Ministries	TX	625	395	90	140	3	2	1	0	0
178	168	Wesbury United Methodist Community	PA	394	95	89	210	2	1	1	0	0
179	172	Tandem Living	PA	1,031	786	85	160	2	2	0	0	0
180	173	South Carolina Baptist Ministries of Aging (SCBMA)	SC	393	134	83	176	2	2	0	0	0
181	174	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
182	175	Westminster-Canterbury on Chesapeake Bay	VA	781	593	80	108	2	1	1	0	0
183	176	Bethesda Health Group, Inc.	MO	1,487	757	78	652	12	0	7	2	3
184	153	Episcopal Communities & Services	CA	509	432	77	0	4	3	0	1	0
185	178	Episcopal Retirement Services	OH	522	309	75	138	3	2	0	1	0
186	179	St. Ann's Community	NY	768	245	75	448	2	1	1	0	0
187	180	Trinity Senior Services	WI	383	202	74	107	2	1	1	0	0
188	199	The New Jewish Home	NY	586	0	72	514	2	0	0	1	1
189	190	The Loomis Communities	MA	473	367	64	42	3	3	0	0	0
190	183	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
191	186	Parker Health Group	NJ	407	0	60	347	5	0	0	1	4
192	188	Pleasant View Communities	PA	553	402	59	92	3	1	2	0	0
193	191	Friendly Senior Living	NY	759	428	57	274	5	0	3	0	2
194	194	St. John's Health Care Corporation	NY	916	403	38	475	4	0	1	1	2
195	192	Canterbury Woods	NY	384	296	38	50	2	2	0	0	0
196	195	Oaknoll	IA	410	303	37	70	2	1	1	0	0
197	196	Church Homes, Inc.	CT	542	319	24	199	2	2	0	0	0
198	197	Beechwood Continuing Care	NY	408	188	0	220	3	0	2	0	1
199	171	Ascentria Care Alliance	MA	652	36	0	616	7	1	1	0	5
200	200	A.G. Rhodes	GA	416	0	0	416	3	0	0	0	3

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations

Ranked by Nursing Care Beds

2026 NCB Rank	2025 NCB Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
1	1	The Evangelical Lutheran Good Samaritan Society	SD	12,330	2,863	2,692	6,775	129	36	10	16	67
2	2	Ascension living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19
3	3	Benedictine	MN	4,980	1,005	1,800	2,175	37	11	4	5	17
4	NR	Integrus Healthcare	MA	2,355	214	192	1,949	20	2	0	3	15
5	5	Trinity Health Senior Communities	MI	5,039	1,989	1,112	1,938	35	4	11	4	16
6	6	ArchCare	NY	2,021	0	134	1,887	9	0	0	2	7
7	4	The Carmelite System	NY	2,389	189	328	1,872	13	6	1	1	5
8	7	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	10,540	7,334	1,563	1,643	28	28	0	0	0
9	8	Presbyterian Homes & Services	MN	10,746	6,375	2,927	1,444	58	17	35	3	3
10	9	Cassia	MN	3,707	88	2,233	1,386	46	0	2	27	17
11	10	Otterbein SeniorLife	OH	3,886	1,816	693	1,377	22	12	1	0	9
12	11	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
13	12	HumanGood	CA	6,098	3,703	1,307	1,088	23	23	0	0	0
14	15	EverTrue	MO	4,849	2,818	1,054	977	16	14	2	0	0
15	14	National Senior Communities	DC	24,039	20,970	2,118	951	18	18	0	0	0
16	13	Lifespace Communities, Inc.	TX	4,917	3,373	607	937	15	15	0	0	0
17	16	Loretto	NY	1,684	210	551	923	9	1	2	4	2
18	17	Covenant Living Communities and Services	IL	5,933	4,074	941	918	20	17	2	1	0
19	18	Lutheran Services Carolinas	NC	1,829	591	334	904	11	3	2	1	5
20	21	Alliance Health & Human Services	MA	960	0	99	861	9	0	0	0	9
21	19	Eventide fka Eventide-Tabitha	MN	1,806	245	717	844	10	8	0	1	1
22	20	Magnolia Manor, Inc.	GA	1,307	294	170	843	8	2	4	1	1
23	25	Legacy Lifecare, Inc.	MA	1,278	102	359	817	13	0	2	6	5
24	24	Presbyterian Senior Living	PA	3,441	2,019	620	802	17	11	5	1	0
25	23	St. Francis Health Services of Morris, Inc.	MN	1,239	75	366	798	30	0	5	11	14

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Nursing Care Beds

2026 NCB Rank	2025 NCB Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	NR	CHI Living Communities	OH	2,469	814	883	772	12	6	1	3	2
27	26	Westminster Retirement Communities of Florida	FL	4,446	3,058	618	770	13	13	0	0	0
28	27	Concordia Lutheran Ministries	PA	3,276	918	1,636	722	17	7	1	7	2
29	28	Volunteers of America	VA	2,146	604	820	722	9	3	1	3	2
30	30	Hebrew SeniorLife	MA	1,490	654	114	722	4	2	1	0	1
31	29	Community Wellness Partners	NY	1,132	124	292	716	4	0	1	1	2
32	32	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,532	1,615	233	684	5	3	1	0	1
33	34	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
34	33	BHI Senior Living, Inc.	IN	3,278	1,478	1,121	679	12	10	2	0	0
35	31	PMMA (Presbyterian Manors of Mid-America)	KS	2,149	946	528	675	16	13	2	1	0
36	36	Front Porch Communities & Services	CA	4,346	3,521	171	654	16	16	0	0	0
37	37	Bethesda Health Group, Inc.	MO	1,487	757	78	652	12	0	7	2	3
38	35	Ascentria Care Alliance	MA	652	36	0	616	7	1	1	0	5
39	NR	WesleyLife	IA	1,855	852	402	601	10	10	0	0	0
40	48	Friendship Retirement Community	VA	1,548	590	377	581	4	2	0	1	1
41	NR	Gurwin Healthcare System	NY	919	129	210	580	2	1	0	0	1
42	39	American Baptist Homes of the Midwest	MN	1,203	374	252	577	7	5	0	0	2
43	43	Franciscan Communities, Inc.	IL	1,803	734	496	573	8	4	1	3	0
44	44	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
45	38	Greencroft Communities	IN	1,912	976	420	516	9	6	3	0	0
46	22	The New Jewish Home	NY	586	0	72	514	2	0	0	1	1
47	47	Springpoint Senior Living, Inc.	NJ	2,559	1,690	378	491	10	8	0	1	1
48	45	Presbyterian SeniorCare Network	PA	1,374	487	397	490	10	3	1	4	2
49	41	Phoebe Ministries	PA	1,202	485	228	489	3	3	0	0	0
50	46	Lutheran Life Communities	IL	949	233	231	485	4	3	0	0	1

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Nursing Care Beds

2026 NCB Rank	2025 NCB Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	49	Illuminus, Inc.	WI	1,181	252	448	481	9	1	2	2	4
52	50	St. John's Health Care Corporation	NY	916	403	38	475	4	0	1	1	2
53	40	United Church Homes	OH	1,535	866	210	459	13	3	8	0	2
54	53	Homewood Living Ministries fka Homewood Retirement Centers	MD	1,934	1,174	309	451	5	4	1	0	0
55	54	St. Ann's Community	NY	768	245	75	448	2	1	1	0	0
56	55	EveryAge	NC	1,335	708	180	447	4	4	0	0	0
57	56	Asbury Communities, Inc.	MD	3,005	2,037	526	442	9	5	2	2	0
58	62	Masonicare	CT	2,042	737	875	430	15	2	5	6	2
59	52	Ohio Living	OH	2,220	1,370	425	425	10	8	0	0	2
60	42	Methodist Homes of Alabama & Northwest Florida	AL	801	38	338	425	5	1	0	3	1
61	58	A.G. Rhodes	GA	416	0	0	416	3	0	0	0	3
62	51	Pacific Retirement Services	OR	3,706	2,762	529	415	12	12	0	0	0
63	61	Baptist Homes Healthcare Ministries	MO	680	168	119	393	6	3	1	1	1
64	59	Felician Services, Inc.	IL	836	138	309	389	8	2	2	1	3
65	63	Ecumen	MN	2,601	513	1,709	379	26	6	3	17	0
66	64	Lutheran Homes of South Carolina Inc.	SC	1,168	457	336	375	5	5	0	0	0
67	65	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
68	66	Wesley Enhanced Living	PA	1,231	635	236	360	5	4	1	0	0
69	68	Parker Health Group	NJ	407	0	60	347	5	0	0	1	4
70	97	Willow Valley Communities	PA	2,298	1,724	232	342	3	3	0	0	0
71	71	Presbyterian Living	IL	1,398	818	239	341	4	3	1	0	0
72	72	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4
73	73	Presbyterian Homes of Georgia	GA	1,339	855	149	335	6	3	3	0	0
74	70	Heritage Pointe Communities	IN	840	187	328	325	4	4	0	0	0
75	77	Mississippi Methodist Senior Services, Inc.	MS	1,068	394	354	320	12	2	7	1	2

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Nursing Care Beds

2026 NCB Rank	2025 NCB Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	74	Life Enriching Communities	OH	1,631	919	393	319	6	6	0	0	0
77	78	Baptist Village Communities	OK	1,722	1,116	288	318	12	3	8	1	0
78	79	Christian Health Care Center	NJ	912	513	95	304	8	2	4	1	1
79	75	Lutheran Life Villages	IN	672	205	164	303	6	1	1	2	2
80	76	Ararat Home of Los Angeles	CA	470	45	125	300	3	2	0	0	1
81	82	Christian Care Communities	KY	713	262	154	297	10	5	3	2	0
82	83	Buckner Retirement Services	TX	1,896	1,194	406	296	7	6	1	0	0
83	84	Methodist Retirement Communities	TX	1,549	798	457	294	8	5	2	0	1
84	87	Kintura	NC	1,875	1,335	246	294	5	5	0	0	0
85	80	Lutheran SeniorLife	PA	1,046	528	244	274	10	2	8	0	0
86	104	Friendly Senior Living	NY	759	428	57	274	5	0	3	0	2
87	88	Bethel	NY	563	170	130	263	5	1	1	1	2
88	89	Presbyterian Communities of South Carolina	SC	987	422	307	258	6	6	0	0	0
89	90	Sholom Community Alliance	MN	532	153	122	257	5	0	1	2	2
90	91	Ebenezer Society	MN	742	0	489	253	10	0	0	6	4
91	92	Michigan Masonic Homes	MI	442	38	155	249	2	1	0	0	1
92	94	United Methodist Communities	NJ	866	88	530	248	4	1	0	3	0
93	149	Shepherd of the Valley Lutheran Retirement Services	OH	615	214	153	248	5	3	1	0	1
94	93	Bethesda	MN	430	89	93	248	3	1	1	1	0
95	57	United Methodist Homes	NY	860	439	176	245	3	2	1	0	0
96	96	Friendship Villages of St. Louis	MO	1,177	771	164	242	2	2	0	0	0
97	95	Eliza Jennings Senior Care Network	OH	623	176	207	240	4	1	0	2	1
98	152	Givens Communities	NC	1,477	1,092	150	235	3	3	0	0	0
99	98	Cardinal Ritter Senior Services	MO	596	207	159	230	4	0	1	2	1
100	113	Goodwin Living	VA	1,120	598	293	229	4	2	0	1	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Nursing Care Beds

2026 NCB Rank	2025 NCB Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	99	Saint Therese	MN	1,074	526	320	228	7	5	0	2	0
102	81	HutsonWood, Inc.	TN	417	73	116	228	4	1	0	0	3
103	103	LifeSpire of Virginia	VA	1,470	931	313	226	5	4	1	0	0
104	NR	Lyngblomsten	MN	559	221	113	225	2	0	1	0	1
105	100	Beechwood Continuing Care	NY	408	188	0	220	3	0	2	0	1
106	101	Liberty Lutheran Services	PA	1,199	663	320	216	5	3	1	1	0
107	102	Wesbury United Methodist Community	PA	394	95	89	210	2	1	1	0	0
108	86	The Kendal Corporation	DE	2,511	1,816	492	203	9	7	1	0	1
109	117	Bluestem Communities	KS	758	446	110	202	3	3	0	0	0
110	105	Church Homes, Inc.	CT	542	319	24	199	2	2	0	0	0
111	106	The United Methodist Retirement Homes	NC	1,047	713	140	194	3	3	0	0	0
112	107	FellowshipLIFE	NJ	1,409	893	323	193	5	5	0	0	0
113	108	Christian Living Communities	CO	934	433	309	192	6	3	0	3	0
114	109	Sun Health	AZ	1,379	998	191	190	4	4	0	0	0
115	110	National Lutheran Communities and Services	MD	918	532	206	180	3	2	0	1	0
116	111	Bethany St. Joseph Corporation	WI	473	135	158	180	12	0	5	5	2
117	112	South Carolina Baptist Ministries of Aging (SCBMA)	SC	393	134	83	176	2	2	0	0	0
118	114	Smith Senior Living	IL	629	312	147	170	2	2	0	0	0
119	118	Immanuel	NE	1,546	982	402	162	10	9	1	0	0
120	121	Brethren Retirement Community	OH	590	231	199	160	2	2	0	0	0
121	119	Tandem Living	PA	1,031	786	85	160	2	2	0	0	0
122	123	Trillium Living fka Holland Home	MI	1,227	765	303	159	2	2	0	0	0
123	133	Pinnacle Living	VA	1,073	544	377	152	6	4	0	2	0
124	124	Episcopal SeniorLife Communities	NY	752	407	193	152	10	0	6	3	1
125	126	Allegheny Lutheran Social Ministries	PA	428	173	103	152	3	3	0	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Nursing Care Beds

2026 NCB Rank	2025 NCB Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	127	Garden Spot Communities	PA	1,135	791	193	151	3	2	0	0	1
127	120	Menno-Haven, Inc.	PA	869	496	223	150	2	2	0	0	0
128	128	Christian Village Communities	OH	533	201	182	150	2	2	0	0	0
129	130	Unitas Communities	PA	753	470	137	146	2	2	0	0	0
130	131	Resthaven	MI	466	183	138	145	4	3	0	1	0
131	132	Brio Living Services	MI	1,001	592	265	144	5	2	2	1	0
132	134	Living Branches	pa	834	459	232	143	3	2	0	1	0
133	135	Morningside Ministries	TX	625	395	90	140	3	2	1	0	0
134	136	Transforming Age	WA	3,383	2,092	1,153	138	20	4	7	9	0
135	138	Judson Services, Inc.	OH	500	227	135	138	2	1	1	0	0
136	137	Episcopal Retirement Services	OH	522	309	75	138	3	2	0	1	0
137	122	Lutheran Home & Harwood Place	WI	404	169	98	137	2	1	0	1	0
138	139	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
139	140	Masonic Homes of Kentucky, Inc.	KY	720	455	129	136	2	2	0	0	0
140	129	National Church Residences	OH	2,221	1,374	712	135	15	3	3	9	0
141	116	Grace Inspired Living	PA	778	506	137	135	2	2	0	0	0
142	142	Ohio Masonic Communities	OH	726	343	249	134	3	2	0	1	0
143	144	Community First Solutions	OH	698	220	350	128	6	2	0	3	1
144	145	Sunnyside Communities	VA	756	478	153	125	3	3	0	0	0
145	146	Silverstone Living	NH	550	286	139	125	3	2	0	1	0
146	147	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
147	143	Ingleside	MD	1,113	833	157	123	3	3	0	0	0
148	148	Vivie	MN	1,686	698	868	120	19	0	7	10	2
149	150	Guardian Angels	MN	628	213	295	120	5	0	1	3	1
150	179	Mather	IL	1,214	1,000	95	119	4	3	1	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Nursing Care Beds

2026 NCB Rank	2025 NCB Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	141	Messiah Lifeways	PA	657	375	164	118	2	1	1	0	0
152	151	Providence Life Services	IL	986	614	255	117	4	3	1	0	0
153	154	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
154	115	Good Shepherd Communities	NY	469	258	99	112	3	2	0	0	1
155	155	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
156	156	Friends Homes Inc.	NC	804	595	100	109	2	2	0	0	0
157	157	Wesley	WA	1,172	813	251	108	4	0	4	0	0
158	158	Westminster-Canterbury on Chesapeake Bay	VA	781	593	80	108	2	1	1	0	0
159	159	Trinity Senior Services	WI	383	202	74	107	2	1	1	0	0
160	160	Moorings Park	FL	935	696	133	106	3	1	2	0	0
161	174	LutherCare	PA	736	520	110	106	2	1	1	0	0
162	161	Landis Communities	PA	912	650	159	103	4	1	2	1	0
163	162	Brazos Presbyterian Homes Holding Inc.	TX	734	540	91	103	3	3	0	0	0
164	163	Presbyterian Villages of Michigan	MI	1,466	1,100	264	102	10	1	7	2	0
165	NR	Bishop Gadsden Episcopal Retirement Community	SC	598	371	127	100	2	2	0	0	0
166	166	The RiverWoods Group	NH	985	699	187	99	3	3	0	0	0
167	167	Eskaton	CA	1,129	495	539	95	8	1	1	6	0
168	200+	Genacross Lutheran Services	OH	427	214	119	94	2	2	0	0	0
169	168	Pleasant View Communities	PA	553	402	59	92	3	1	2	0	0
170	169	Wesley Willows	IL	850	566	193	91	3	1	1	1	0
171	170	Emerald Communities	WA	779	569	119	91	2	2	0	0	0
172	164	ThriveMore	NC	595	370	136	89	4	3	0	1	0
173	165	St. John's United	MT	500	203	209	88	4	4	0	0	0
174	172	Sequoia Living, Inc.	CA	1,013	799	126	88	4	4	0	0	0
175	153	Lutheran Social Ministries of Maryland	MD	867	665	114	88	2	2	0	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued)

Ranked by Nursing Care Beds

2026 NCB Rank	2025 NCB Rank	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	175	Willow Brook Christian Communities	OH	518	267	167	84	3	1	1	0	1
177	176	Simpson Senior Services	PA	725	496	147	82	3	3	0	0	0
178	177	The Village of St. Edward	OH	493	127	285	81	3	1	0	2	0
179	178	Blue Skies of Texas	TX	904	702	122	80	2	2	0	0	0
180	180	Redstone Presbyterian SeniorCare	PA	535	307	151	77	3	1	2	0	0
181	181	Cedar Community	WI	839	464	300	75	10	1	4	5	0
182	173	Forefront Living	TX	1,018	695	249	74	3	3	0	0	0
183	171	Skaalen Retirement Services	WI	400	229	101	70	2	1	1	0	0
184	184	Oaknoll	IA	410	303	37	70	2	1	1	0	0
185	185	Canterbury Woods	NY	384	296	38	50	2	2	0	0	0
186	186	Rockwood Retirement Communities	WA	638	445	148	45	2	2	0	0	0
187	188	Deaconess Abundant Life Communities	MA	469	283	144	42	3	1	1	1	0
188	187	The Loomis Communities	MA	473	367	64	42	3	3	0	0	0
189	189	Christian Care Companies	AZ	2,162	1,682	460	20	6	0	5	0	1
190	190	Medford Leas	NJ	511	392	105	14	2	1	1	0	0
191	191	Bethesda Senior Living Communities	CO	2,045	441	1,604	0	21	0	5	16	0
192	200	Baruch Senior Ministries	MI	1,114	6	1,108	0	32	0	0	32	0
193	199	Vista Prairie Communities	MN	943	97	846	0	12	0	1	11	0
194	193	Sunset Manor, Inc.	MI	687	375	312	0	4	0	2	2	0
195	196	Convivial Life Inc.	FL	556	352	204	0	2	1	0	1	0
196	198	CJE SeniorLife	IL	405	240	165	0	3	1	1	1	0
197	195	Taylor Community	NH	457	310	147	0	4	2	2	0	0
198	194	CRISTA Senior Living	WA	517	374	143	0	2	0	1	1	0
199	NR	La Posada Communities	AZ	789	655	134	0	2	2	0	0	0
200	192	Episcopal Communities & Services	CA	509	432	77	0	4	3	0	1	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations

The Over 200

The LZ 200 stops at the 200th largest system, leaving a number of senior living systems just beyond the list's cut-off. The Over 200 are additional organizations that rank beyond the largest 200.

Over 200 (359 and fewer Total Units)

Baptist Life Communities (KY)
Bethany Life (IA)
Bethany of the Northwest (WA)
Catholic Eldercare (MN)
Christian Community Homes and Services (WI)
Crest View Senior Communities (MN)
Evergreen Communities (WI)
Grace Lutheran Communities (WI)
Jewish Home Family (NJ)
Jewish Senior Life (MI)
Los Angeles Jewish Health (CA)
Masonic Homes of California (CA)
St. Paul Senior Services (CA)

Over 200 (274 and fewer Total Units)

Bethel Home & Services (WI)
Christian Community Home of Osceola (FL)
Christian Community Homes and Services (WI)
Cokato Manor (MN)
EHM Senior Solutions (MI)
Jennings (OH)
Mennonite Home Communities (OH)
Miravida Living (WI)
Perry Lutheran Homes (IA)
Saint Elizabeth Community (RI)
The Lutheran Home Association (MN)
Wesley Woods Senior Living (GA)
Woodhaven Retirement Community (MI)

The Rankings: Change at a Glance

Greatest Changes in Units

Greatest Increase and Decrease	State	YE 2025 Units	YE 2024 Units	Change
Greatest Increase				
Naitonal Senior Communities	DC	24,039	23,329	+710
Westminster Retirement Communities of Florida	FL	4,446	3,837	+609
Givens Communities	NC	1,477	950	+527
Presbyterian Homes & Services	MN	10,746	10,238	+508
EverTrue	MO	4,849	4,429	+420
Greatest Decrease				
Pacific Retirement Services	MD	3,706	4,224	-518
The Evangelical Lutheran Good Samaritan Society	SD	12,330	12,805	-475
Lifespace Communities	VA	4,917	5,374	-457
Mississippi Methodist Senior Services	TX	1,068	1,460	-392
Concordia Lutheran Ministries	MO	3,276	3,642	-366

The Rankings: Change at a Glance

Greatest Changes in Rank

Greatest Upward and Downward Change	State	2026 Rank	2025 Rank	Change
Greatest Upward Movement				
Givens Communities	NC	57	97	+40
Pleasant View Communities	PA	164	199	+35
Bluestem Communities	KS	128	162	+34
Guardian Angels	MN	150	182	+32
Friendly Senior Living	NY	127	158	+31
Greatest Downward Movement				
Mississippi Methodist Senior Services	MS	88	55	-33
Ascentria Care Alliance	MA	146	116	-30
United Methodist Homes	NY	112	83	-29
Felician Services	IL	116	90	-26
Episcopal Communities & Services	CA	175	154	-21



Chapter 4

Analysis of the Data

The LeadingAge Ziegler 200 are examined through categories, including: total units, total communities, geographic coverage, location, ratings, accreditation, number of employees, affiliations, founding dates, provision of government-subsidized (affordable) housing, and the provision of home and community-based services. The prior year's publication also added items regarding technology adoption, the existence of a foundation within the organization, and a deeper dive into future growth plans for various models of home and community-based care.

Units

The first analysis of the 2026 LZ 200 provides a side-by-side comparison of the unit mix for 2025 compared to 2024 for each of the organizations. The 2026 LZ 200 organizations own more than 300,000 market-rate senior living units. By breaking the data into the largest 10, 25, 50, 100 and 150 (Chart 4-1c), it is evident that the ratio of units held by the largest 50 compared with the percentage of total units in the LZ 200 is not balanced, e.g., the largest 50

systems hold slightly more than 60% of the total units. The 10 largest systems own nearly 30% of the total LZ 200 units. The average system within the 2026 LZ 200 reported nearly 1,586 units in 2025 (Chart 4-1b). Nearly 45% of the 2026 LZ 200's total communities are Life Plan Communities, with the more than 58% evenly divided between stand-alone ILs, ALs, and NHs.

Summary of Not-for-Profit Units. These columns show the total number of units, followed by a breakdown of this total by level of care for each system. The first set of columns show the unit mix as of 12/31/25. The second set of columns show the unit mix as of 12/31/24.

Change in Total Units from 2024 to 2025. This column provides the change in the listed organization's TOTAL market-rate units (all levels of care) between year-end 2025 and year-end 2024.

Section 4-1b provides two examinations of three-year comparisons of the LZ 200 organizations. The first table details the total number of units by level of care among the largest 10, 25, 50, 100, 150 and 200 organizations. The

percentage of total units is detailed in 4-1b as well as 4-1c. This section also examines the unit mix between each of the five years' LZ 200 listings. Chart 4-1d provides a more graphic illustration of the type of change occurring in the LZ 200. For all the year-over-year comparisons made in 4.1b-4.1e, note the increase to 200 as part of the 2014 through the 2026 publications. In some instances, two figures are calculated for the current publication, one that reflects the largest 100, 150 and allows for consistent year-over-year comparisons, and one that reflects the figures for the full 200 listing.

Communities

The unit analysis presented in Chart 4-1a is followed by a side-by-side comparison in Chart 4-2a of the community portfolios of the 2026 LZ 200 for 2025 compared to their portfolios at the end of 2024.

Summary of Not-for-Profit Communities. Community, as noted earlier, is the term used to refer to any type of community owned by the LZ 200, whether stand-alone nursing home (NH), assisted living community (AL), independent living community (IL), or Life Plan Community (LPC). Again, government-

subsidized (affordable) housing properties are excluded from the count of communities shown for the LZ 200 (these properties are examined in Chapter 4). The first set of columns in Chart 4-2a shows the communities owned, by type, as of 12/31/25. The second set of columns shows the communities owned, by type, as of 12/31/24.

Change in Total Communities from 2024 to 2025. This column provides the change in the listed organization's TOTAL communities (all types, excluding affordable housing) between year-end 2024 and year-end 2025. Chart 4-2b provides two examinations of three-year comparisons of the LZ 200 organizations. The first half of the chart examines the community holdings between each of the five years' LZ 200 listings. As with the year-over-year unit comparisons, in some instances, two figures are calculated for the current publication, one that reflects the largest 150 and allows for consistent year-over-year comparisons, and one that reflects the figures for the full 200 listing.

Organizational Characteristics: Units Rank Detailed by Units (2025 vs. 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2024 to 2025
				2025 Units				2024 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
1	1	National Senior Communities	DC	24,039	20,970	2,118	951	23,329	20,487	1,834	1,008	710
2	2	The Evangelical Lutheran Good Samaritan Society	SD	12,330	2,863	2,692	6,775	12,805	2,973	2,734	7,098	-475
3	4	Presbyterian Homes & Services	MN	10,746	6,375	2,927	1,444	10,238	5,908	2,882	1,448	508
4	3	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	10,540	7,334	1,563	1,643	10,531	7,349	1,519	1,663	9
5	5	Ascension living	MO	6,692	1,800	1,203	3,689	6,692	1,800	1,203	3,689	0
6	6	HumanGood	CA	6,098	3,703	1,307	1,088	6,092	3,684	1,322	1,086	6
7	7	Covenant Living Communities and Services	IL	5,933	4,074	941	918	5,933	4,058	953	922	0
8	9	Trinity Health Senior Communities	MI	5,039	1,989	1,112	1,938	5,039	1,989	1,112	1,938	0
9	10	Benedictine	MN	4,980	1,005	1,800	2,175	4,766	940	1,737	2,089	214
10	8	Lifespace Communities, Inc.	TX	4,917	3,373	607	937	5,374	3,652	685	1,037	-457
11	11	EverTrue	MO	4,849	2,818	1,054	977	4,429	2,422	1,011	996	420
12	13	Westminster Retirement Communities of Florida	FL	4,446	3,058	618	770	3,837	2,448	619	770	609
13	11	Front Porch Communities & Services	CA	4,346	3,521	171	654	4,346	3,521	171	654	0
14	17	Otterbein SeniorLife	OH	3,886	1,816	693	1,377	3,608	1,627	643	1,338	278
15	15	Cassia	MN	3,707	88	2,233	1,386	3,707	88	2,233	1,386	0
16	12	Pacific Retirement Services	OR	3,706	2,762	529	415	4,224	2,987	763	474	-518
17	18	Presbyterian Senior Living	PA	3,441	2,019	620	802	3,448	2,025	624	799	-7
18	19	Transforming Age	WA	3,383	2,092	1,153	138	3,262	1,971	1,153	138	121
19	20	BHI Senior Living, Inc.	IN	3,278	1,478	1,121	679	3,236	1,431	1,121	684	42
20	16	Concordia Lutheran Ministries	PA	3,276	918	1,636	722	3,642	1,137	1,761	744	-366
21	21	Asbury Communities, Inc.	MD	3,005	2,037	526	442	3,007	2,037	528	442	-2
22	22	Ecumen	MN	2,601	513	1,709	379	2,601	513	1,709	379	0
23	24	Springpoint Senior Living, Inc.	NJ	2,559	1,690	378	491	2,578	1,709	378	491	-19
24	25	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,532	1,615	233	684	2,532	1,615	233	684	0
25	27	The Kendal Corporation	DE	2,511	1,816	492	203	2,421	1,817	329	275	90

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2025 vs. 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2024 to 2025
				2025 Units				2024 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
26	NR	CHI Living Communities	OH	2,469	814	883	772	2,469	814	883	772	0
27	23	The Carmelite System	NY	2,389	189	328	1,872	2,589	231	355	2,003	-200
28	NR	Integritus Healthcare	MA	2,355	214	192	1,949	2,355	214	192	1,949	0
29	33	Willow Valley Communities	PA	2,298	1,724	232	342	2,102	1,651	220	231	196
30	31	National Church Residences	OH	2,221	1,374	712	135	2,141	1,278	716	147	80
31	26	Ohio Living	OH	2,220	1,370	425	425	2,510	1,601	435	474	-290
32	32	Christian Care Companies	AZ	2,162	1,682	460	20	2,117	1,685	412	20	45
33	29	PMMA (Presbyterian Manors of Mid-America)	KS	2,149	946	528	675	2,176	925	538	713	-27
34	30	Volunteers of America	VA	2,146	604	820	722	2,146	604	820	722	0
35	28	Bethesda Senior Living Communities	CO	2,045	441	1,604	0	2,226	589	1,637	0	-181
36	38	Masonicare	CT	2,042	737	875	430	1,837	797	660	380	205
37	41	ArchCare	NY	2,021	0	134	1,887	1,782	0	59	1,723	239
38	34	Homewood Living Ministries fka Homewood Retirement	MD	1,934	1,174	309	451	1,941	1,180	310	451	-7
39	36	Greencroft Communities	IN	1,912	976	420	516	1,875	696	578	601	37
40	35	Buckner Retirement Services	TX	1,896	1,194	406	296	1,904	1,202	406	296	-8
41	37	Kintura	NC	1,875	1,335	246	294	1,867	1,340	252	275	8
42	NR	WesleyLife	IA	1,855	852	402	601	1,855	852	402	601	0
43	39	Lutheran Services Carolinas	NC	1,829	591	334	904	1,829	591	334	904	0
44	40	Eventide fka Eventide-Tabitha	MN	1,806	245	717	844	1,809	245	681	883	-3
45	45	Franciscan Communities, Inc.	IL	1,803	734	496	573	1,722	1,116	288	318	81
46	42	Baptist Village Communities	OK	1,722	1,116	288	318	1,665	740	387	538	57
47	43	Covenant Health	MA	1,696	0	364	1,332	1,696	0	364	1,332	0
48	50	Vivie	MN	1,686	698	868	120	1,540	647	773	120	146
49	44	Loretto	NY	1,684	210	551	923	1,684	210	551	923	0
50	46	Life Enriching Communities	OH	1,631	919	393	319	1,641	921	392	328	-10

NR: Not Ranked in that year

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2025 vs. 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2024 to 2025
				2025 Units				2024 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
51	48	Methodist Retirement Communities	TX	1,549	798	457	294	1,549	798	457	294	0
52	64	Friendship Retirement Community	VA	1,548	590	377	581	1,278	484	313	481	270
53	49	Immanuel	NE	1,546	982	402	162	1,546	982	402	162	0
54	47	United Church Homes	OH	1,535	866	210	459	1,617	857	215	545	-82
55	53	Hebrew SeniorLife	MA	1,490	654	114	722	1,484	654	115	715	6
56	52	Bethesda Health Group, Inc.	MO	1,487	757	78	652	1,491	761	78	652	-4
57	97	Givens Communities	NC	1,477	1,092	150	235	950	792	43	115	527
58	57	LifeSpire of Virginia	VA	1,470	931	313	226	1,401	894	298	209	69
59	54	Presbyterian Villages of Michigan	MI	1,466	1,100	264	102	1,466	1,100	264	102	0
60	56	FellowshipLIFE	NJ	1,409	893	323	193	1,409	893	323	193	0
61	58	Presbyterian Living	IL	1,398	818	239	341	1,396	818	237	341	2
62	59	Sun Health	AZ	1,379	998	191	190	1,381	1,000	194	187	-2
63	60	Presbyterian SeniorCare Network	PA	1,374	487	397	490	1,371	487	378	506	3
64	66	Presbyterian Homes of Georgia	GA	1,339	855	149	335	1,239	755	149	335	100
65	61	EveryAge	NC	1,335	708	180	447	1,335	708	180	447	0
66	62	Magnolia Manor, Inc.	GA	1,307	294	170	843	1,307	294	170	843	0
67	77	Legacy Lifecare, Inc.	MA	1,278	102	359	817	1,141	0	361	780	137
68	65	Heritage Ministries	NY	1,268	363	221	684	1,268	363	221	684	0
69	51	St. Francis Health Services of Morris, Inc.	MN	1,239	75	366	798	1,499	78	613	808	-260
70	67	Wesley Enhanced Living	PA	1,231	635	236	360	1,231	635	236	360	0
71	69	Trillium Living fka Holland Home	MI	1,227	765	303	159	1,227	765	303	159	0
72	76	Mather	IL	1,214	1,000	95	119	1,141	1,005	59	77	73
73	70	American Baptist Homes of the Midwest	MN	1,203	374	252	577	1,204	374	252	578	-1
74	63	Phoebe Ministries	PA	1,202	485	228	489	1,303	496	262	545	-101
75	96	Liberty Lutheran Services	PA	1,199	663	320	216	978	443	318	217	221

NR: Not Ranked in that year

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2025 vs. 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2024 to 2025
				2025 Units				2024 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
76	73	Illuminus, Inc.	WI	1,181	252	448	481	1,181	252	448	481	0
77	75	Friendship Villages of St. Louis	MO	1,177	771	164	242	1,153	783	136	234	24
78	74	Wesley	WA	1,172	813	251	108	1,154	795	251	108	18
79	72	Lutheran Homes of South Carolina Inc.	SC	1,168	457	336	375	1,186	453	358	375	-18
80	79	Garden Spot Communities	PA	1,135	791	193	151	1,130	786	193	151	5
81	78	Community Wellness Partners	NY	1,132	124	292	716	1,138	124	298	716	-6
82	80	Eskaton	CA	1,129	495	539	95	1,130	492	543	95	-1
83	91	Goodwin Living	VA	1,120	598	293	229	1,003	596	234	173	117
84	82	Baruch Senior Ministries	MI	1,114	6	1,108	0	1,114	6	1,108	0	0
85	81	Ingleside	MD	1,113	833	157	123	1,124	834	157	133	-11
86	87	Saint Therese	MN	1,074	526	320	228	1,041	526	287	228	33
87	85	Pinnacle Living	VA	1,073	544	377	152	1,061	544	374	143	12
88	55	Mississippi Methodist Senior Services, Inc.	MS	1,068	394	354	320	1,460	786	354	320	-392
89	88	The United Methodist Retirement Homes	NC	1,047	713	140	194	1,042	524	215	303	5
90	86	Lutheran SeniorLife	PA	1,046	528	244	274	997	752	85	160	49
91	92	Tandem Living	PA	1,031	786	85	160	1,024	690	140	194	7
92	113	Forefront Living	TX	1,018	695	249	74	837	548	201	88	181
93	89	Sequoia Living, Inc.	CA	1,013	799	126	88	1,013	799	126	88	0
94	84	Brio Living Services	MI	1,001	592	265	144	1,073	664	265	144	-72
95	93	Presbyterian Communities of South Carolina	SC	987	422	307	258	987	422	307	258	0
96	94	Providence Life Services	IL	986	614	255	117	986	614	255	117	0
97	95	The RiverWoods Group	NH	985	699	187	99	985	699	187	99	0
98	107	Alliance Health & Human Services	MA	960	0	99	861	893	0	77	816	67
99	98	Lutheran Life Communities	IL	949	233	231	485	949	233	213	503	0
100	99	Vista Prairie Communities	MN	943	97	846	0	939	100	839	0	4

NR: Not Ranked in that year

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2025 vs. 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2024 to 2025
				2025 Units				2024 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
101	106	Moorings Park	FL	935	696	133	106	898	683	109	106	37
102	100	Christian Living Communities	CO	934	433	309	192	934	433	309	192	0
103	NR	Gurwin Healthcare System	NY	919	129	210	580	919	129	210	580	0
104	101	National Lutheran Communities and Services	MD	918	532	206	180	932	546	206	180	-14
105	103	St. John's Health Care Corporation	NY	916	403	38	475	916	403	38	475	0
106	109	Landis Communities	PA	912	650	159	103	876	614	159	103	36
107	104	Christian Health Care Center	NJ	912	513	95	304	913	514	95	304	-1
108	105	Blue Skies of Texas	TX	904	702	122	80	908	699	129	80	-4
109	108	Menno-Haven, Inc.	PA	869	496	223	150	880	497	223	160	-11
110	115	Lutheran Social Ministries of Maryland	MD	867	665	114	88	827	622	90	115	40
111	110	United Methodist Communities	NJ	866	88	530	248	872	88	537	247	-6
112	83	United Methodist Homes	NY	860	439	176	245	1,080	435	219	426	-220
113	111	Wesley Willows	IL	850	566	193	91	859	566	202	91	-9
114	118	Heritage Pointe Communities	IN	840	187	328	325	785	187	255	343	55
115	134	Cedar Community	WI	839	464	300	75	706	412	219	75	133
116	90	Felician Services, Inc.	IL	836	138	309	389	1,006	313	288	405	-170
117	114	Living Branches	PA	834	459	232	143	834	459	232	143	0
118	144	Friends Homes Inc.	NC	804	595	100	109	646	445	92	109	158
119	102	Methodist Homes of Alabama & Northwest Florida	AL	801	38	338	425	922	39	338	545	-121
120	117	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	795	492	193	110	0
121	NR	La Posada Communities	AZ	789	655	134	0	789	655	134	0	0
122	119	Westminster-Canterbury on Chesapeake Bay	VA	781	593	80	108	783	595	80	108	-2
123	131	Emerald Communities	WA	779	569	119	91	725	527	107	91	54
124	121	Grace Inspired Living	PA	778	506	137	135	767	451	151	165	11
125	120	St. Ann's Community	NY	768	245	75	448	769	246	75	448	-1

NR: Not Ranked in that year

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2025 vs. 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2024 to 2025
				2025 Units				2024 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
126	122	United Church of Christ Homes	PA	766	267	124	375	766	267	124	375	0
127	158	Friendly Senior Living	NY	759	428	57	274	555	298	57	200	204
128	162	Bluestem Communities	KS	758	446	110	202	549	325	61	163	209
129	123	Sunnyside Communities	VA	756	478	153	125	756	478	151	127	0
130	124	Unitas Communities	PA	753	470	137	146	753	470	137	146	0
131	126	Episcopal SeniorLife Communities	NY	752	407	193	152	752	407	193	152	0
132	137	Ebenezer Society	MN	742	0	489	253	696	0	443	253	46
133	139	Luthercare	PA	736	520	110	106	678	482	110	86	58
134	135	Brazos Presbyterian Homes Holding Inc.	TX	734	540	91	103	697	503	91	103	37
135	127	Ohio Masonic Communities	OH	726	343	249	134	734	351	249	134	-8
136	130	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	726	282	321	123	0
137	129	Simpson Senior Services	PA	725	496	147	82	727	496	149	82	-2
138	132	Masonic Homes of Kentucky, Inc.	KY	720	455	129	136	714	449	129	136	6
139	133	Christian Care Communities	KY	713	262	154	297	713	262	154	297	0
140	143	Community First Solutions	OH	698	220	350	128	657	220	309	128	41
141	136	Sunset Manor, Inc.	MI	687	375	312	0	697	385	312	0	-10
142	138	Baptist Homes Healthcare Ministries	MO	680	168	119	393	680	168	119	393	0
143	141	Vincentian Collaborative Services	PA	675	66	82	527	675	66	82	527	0
144	142	Lutheran Life Villages	IN	672	205	164	303	672	183	164	325	0
145	125	Messiah Lifeways	PA	657	375	164	118	753	455	163	135	-96
146	116	Ascentria Care Alliance	MA	652	36	0	616	808	45	90	673	-156
147	145	Rockwood Retirement Communities	WA	638	445	148	45	638	445	148	45	0
148	147	Wellspring Lutheran Services	MI	635	125	169	341	635	125	169	341	0
149	146	Smith Senior Living	IL	629	312	147	170	636	322	144	170	-7
150	182	Guardian Angels	MN	628	213	295	120	451	36	295	120	177

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2025 vs. 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2024 to 2025
				2025 Units				2024 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
151	149	Morningside Ministries	TX	625	395	90	140	625	395	90	140	0
152	148	Eliza Jennings Senior Care Network	OH	623	176	207	240	628	176	207	245	-5
153	151	Shepherd of the Valley Lutheran Retirement Services	OH	615	214	153	248	587	238	229	120	28
154	NR	Bishop Gadsden Episcopal Retirement Community	SC	598	371	127	100	598	371	127	100	0
155	157	Cardinal Ritter Senior Services	MO	596	207	159	230	557	205	122	230	39
156	150	ThriveMore	NC	595	370	136	89	594	357	136	101	1
157	152	Brethren Retirement Community	OH	590	231	199	160	587	228	199	160	3
158	112	The New Jewish Home	NY	586	0	72	514	838	24	0	814	-252
159	153	Havenwood Heritage Heights	NH	567	367	63	137	567	367	63	137	0
160	155	Bethel	NY	563	170	130	263	563	170	130	263	0
161	NR	Lyngblomsten	MN	559	221	113	225	500	227	135	138	59
162	156	The Legacy Senior Communities	TX	557	298	145	114	559	221	113	225	-2
163	173	Convivial Life Inc. fka LifeStar Living, LLC	FL	556	352	204	0	557	298	145	114	-1
164	199	Pleasant View Communities	PA	553	402	59	92	488	307	181	0	65
165	160	Silverstone Living	NH	550	286	139	125	380	229	59	92	170
166	163	Church Homes, Inc.	CT	542	319	24	199	550	286	139	125	-8
167	164	Redstone Presbyterian SeniorCare	PA	535	307	151	77	542	319	24	199	-7
168	166	Christian Village Communities	OH	533	201	182	150	535	307	151	77	-2
169	159	Sholom Community Alliance	MN	532	153	122	257	521	189	182	150	11
170	165	Episcopal Retirement Services	OH	522	309	75	138	552	153	142	257	-30
171	167	Willow Brook Christian Communities	OH	518	267	167	84	522	309	75	138	-4
172	168	CRISTA Senior Living	WA	517	374	143	0	518	267	167	84	-1
173	169	Medford Leas	NJ	511	392	105	14	517	374	143	0	-6
174	154	Episcopal Communities & Services	CA	509	432	77	0	514	395	105	14	-5
175	171	Judson Services, Inc.	OH	500	227	135	138	563	443	120	0	-63

NR: Not Ranked in that year

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2025 vs. 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2024 to 2025
				2025 Units				2024 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
176	170	St. John’s United	MT	500	203	209	88	505	203	201	101	-5
177	172	The Village of St. Edward	OH	493	127	285	81	492	126	285	81	1
178	177	The Loomis Communities	MA	473	367	64	42	468	368	58	42	5
179	175	Bethany St. Joseph Corporation	WI	473	135	158	180	473	135	158	180	0
180	161	Ararat Home of Los Angeles	CA	470	45	125	300	470	45	125	300	0
181	176	Deaconess Abundant Life Communities	MA	469	283	144	42	469	283	144	42	0
182	186	Good Shepherd Communities	NY	469	258	99	112	427	194	67	166	42
183	179	Resthaven	MI	466	183	138	145	466	183	138	145	0
184	180	Taylor Community	NH	457	310	147	0	457	310	147	0	0
185	183	Michigan Masonic Homes	MI	442	38	155	249	442	38	155	249	0
186	184	Bethesda	MN	430	89	93	248	430	89	93	248	0
187	185	Allegheny Lutheran Social Ministries	PA	428	173	103	152	428	173	103	152	0
188	200+	Genacross Lutheran Services	OH	427	214	119	94	347	107	119	121	80
189	200	HutsonWood, Inc.	TN	417	73	116	228	371	0	72	299	46
190	190	A.G. Rhodes	GA	416	0	0	416	416	0	0	416	0
191	195	Oaknoll	IA	410	303	37	70	397	301	38	58	13
192	193	Beechwood Continuing Care	NY	408	188	0	220	406	186	0	220	2
193	192	Parker Health Group	NJ	407	0	60	347	407	0	60	347	0
194	194	CJE SeniorLife	IL	405	240	165	0	405	240	165	0	0
195	187	Lutheran Home & Harwood Place	WI	404	169	98	137	427	169	98	160	-23
196	188	Skaalen Retirement Services	WI	400	229	101	70	421	229	101	91	-21
197	189	Wesbury United Methodist Community	PA	394	95	89	210	418	117	91	210	-24
198	197	South Carolina Baptist Ministries of Aging (SCBMA)	SC	393	134	83	176	393	134	83	176	0
199	196	Canterbury Woods	NY	384	296	38	50	394	296	48	50	-10
200	198	Trinity Senior Services	WI	383	202	74	107	386	205	74	107	-3
		TOTAL UNITS		317,171	162,515	71,827	82,829	314,103	159,331	70,855	83,917	3,068

Organizational Characteristics: Units

Summary of Unit Mix (by Largest 10, 25, 50, 100, 150, & Total)

Largest	ILU	ALU	NCB	Total Units	% as total of LZ 200 units
10	53,486	16,270	21,558	91,314	29%
25	81,727	29,436	31,677	142,840	45%
50	101,866	42,423	48,397	192,686	61%
100	131,933	56,683	64,862	253,478	80%
150	151,120	65,950	75,331	292,401	92%
200	162,515	71,827	82,829	317,171	100%

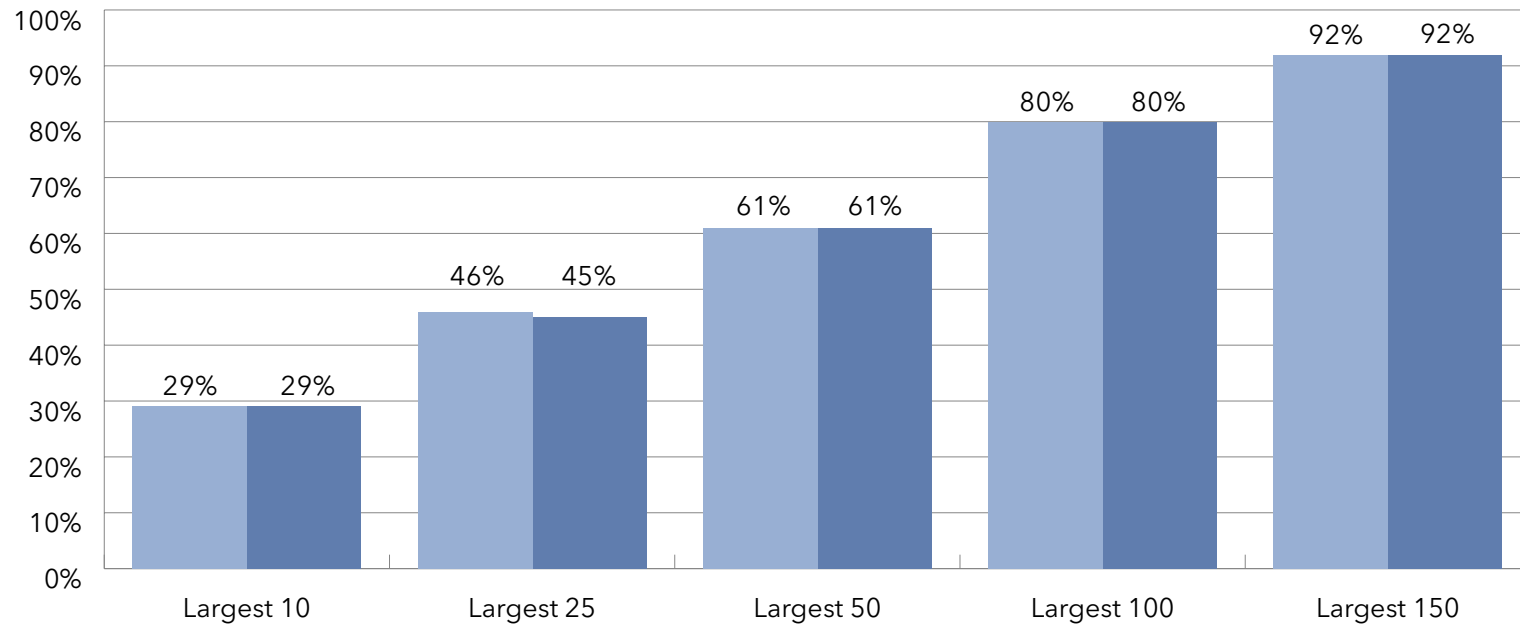
Analysis of Unit Mix for Each Year's Respective LZ 200 Listing

2020 LZ 200					
2019 avg units/system	750.4	319.6	453.1	1,513.5	
Percent of total	49.6%	21.1%	29.9%	100%	
2021 LZ 200					
2020 avg units/system	738.7	322.9	448.9	1,510.5	
Percent of total	48.9%	21.4%	29.7%	100%	
2022 LZ 200					
2021 avg units/system	763.6	328.9	441.2	1,533.7	
Percent of total	49.8%	21.4%	28.8%	100%	
2023 LZ 200					
2022 avg units/system	762.0	331.5	429.2	1,522.7	
Percent of total	50.0%	21.8%	28.2%	100%	
2024 LZ 200					
2023 avg units/system	761.9	329.5	412.6	1,504.0	
Percent of total	50.7%	21.9%	27.4%	100%	
2025 LZ 200					
2024 avg units/system	793.6	349.8	406.2	1,549.7	
Percent of total	51.2%	22.6%	26.2%	100%	
2026 LZ 200					
2025 avg units/system	812.6	359.1	414.1	1,585.9	
Percent of total	51.2%	22.6%	26.1%	100%	

Largest	2025 Total Units	2024 Total Units	Change in total units	Percent change in total units
10	91,314	90,799	515	0.6%
25	142,840	140,591	2,249	1.6%
50	192,686	190,849	1,837	1.0%
100	253,478	250,967	2,511	1.0%
150	292,401	289,426	2,975	1.0%
200	317,171	314,103	3,068	1.0%

Organizational Characteristics: Locations

Percentage of Total Units Owned (by Largest 10, 25, 50, 100, & 150)

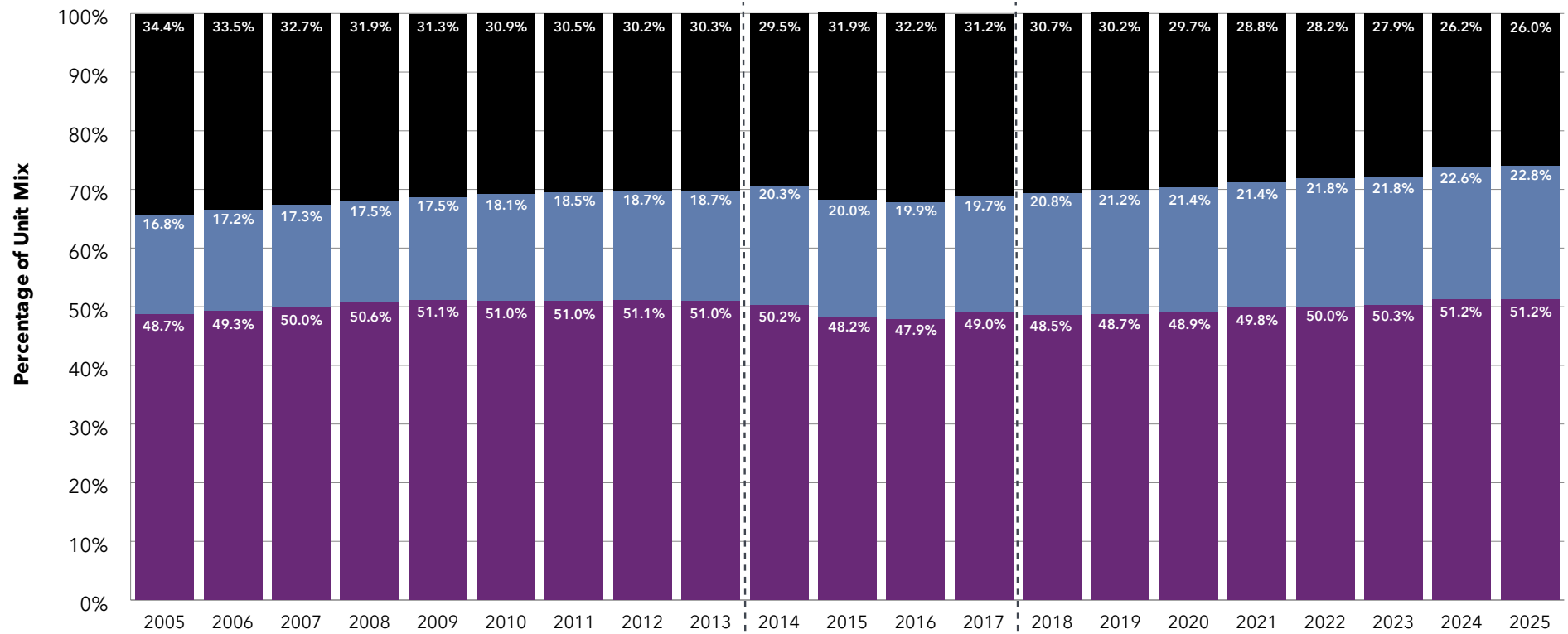


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Organizational Characteristics: Locations

Total Mix by Year, by Percent, 2005 Through 2025 for 2026 LZ 200



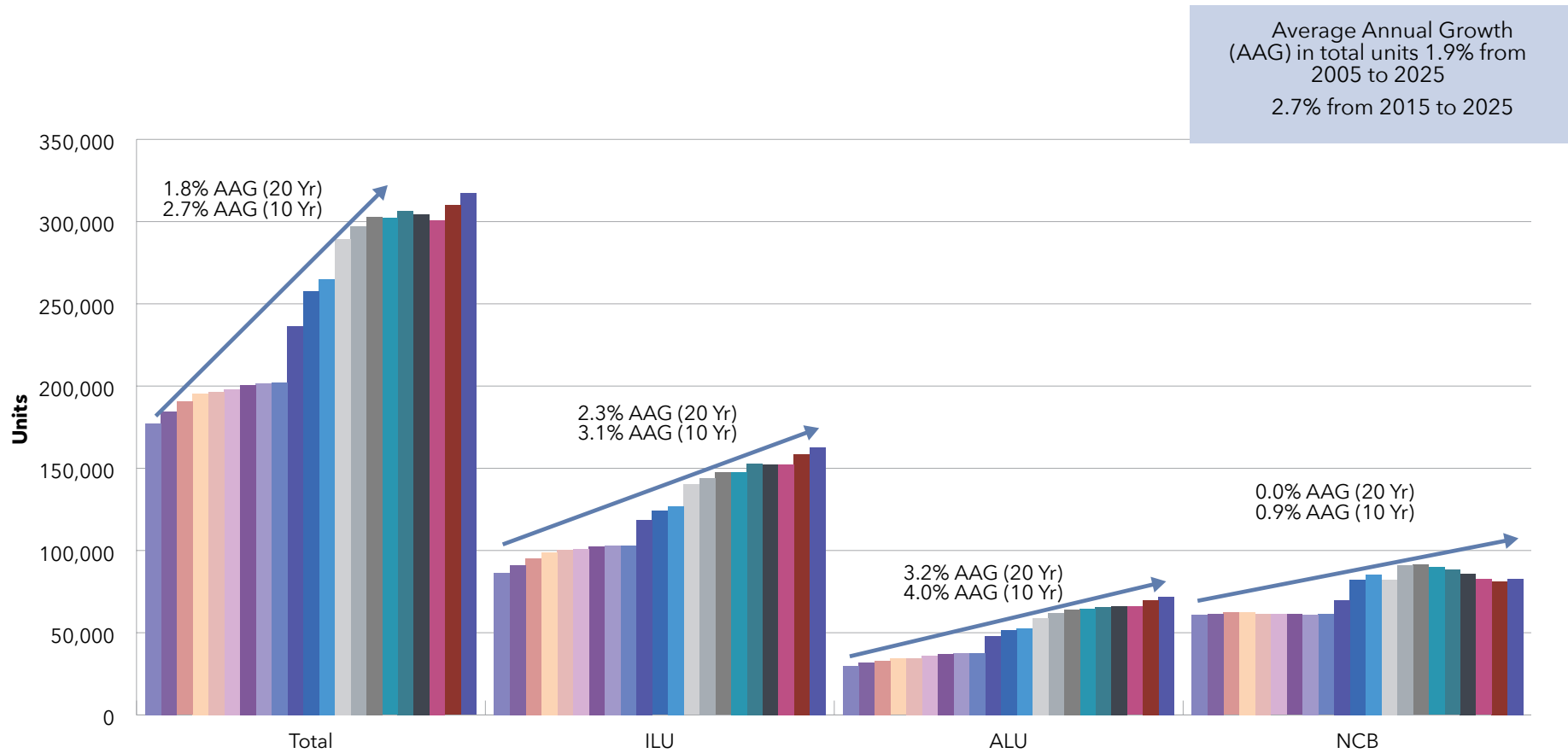
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Note increase from 100 to 150 with the 2014 publication

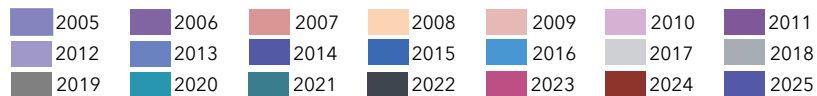
Note increase from 150 to 200 with the 2018 publication

Organizational Characteristics: Locations

Unit Type Comparison, 2005 Through 2025 for 2026 LZ 200



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Note increase from 100 to 150 with the 2014 publication
Note increase from 150 to 200 with the 2018 publication

Organizational Characteristics: Communities

Rank Detailed by Communities (2025 vs 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2024 to 2025
				2025 Communities					2024 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
1	1	National Senior Communities	DC	18	18	0	0	0	18	18	0	0	0	0
2	2	The Evangelical Lutheran Good Samaritan Society	SD	129	36	10	16	67	132	41	9	15	67	-3
3	4	Presbyterian Homes & Services	MN	58	17	35	3	3	56	17	38	0	1	2
4	3	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	28	28	0	0	0	28	28	0	0	0	0
5	5	Ascension living	MO	35	9	5	2	19	35	9	5	2	19	0
6	6	HumanGood	CA	23	23	0	0	0	23	19	1	3	0	0
7	7	Covenant Living Communities and Services	IL	20	17	2	1	0	20	17	2	1	0	0
8	9	Trinity Health Senior Communities	MI	35	4	11	4	16	35	4	11	4	16	0
9	10	Benedictine	MN	37	11	4	5	17	35	11	4	4	16	2
10	8	Lifespace Communities, Inc.	TX	15	15	0	0	0	16	16	0	0	0	-1
11	12	EverTrue	MO	16	14	2	0	0	13	12	0	1	0	3
12	14	Westminster Retirement Communities of Florida	FL	13	13	0	0	0	11	11	0	0	0	2
13	11	Front Porch Communities & Services	CA	16	16	0	0	0	16	16	0	0	0	0
14	17	Otterbein SeniorLife	OH	22	12	1	0	9	20	11	0	0	9	2
15	15	Cassia	MN	46	0	2	27	17	46	0	2	27	17	0
16	13	Pacific Retirement Services	OR	12	12	0	0	0	12	12	0	0	0	0
17	18	Presbyterian Senior Living	PA	17	11	5	1	0	16	11	4	1	0	1
18	19	Transforming Age	WA	20	4	7	9	0	19	4	6	9	0	1
19	20	BHI Senior Living, Inc.	IN	12	10	2	0	0	10	10	0	0	0	2
20	16	Concordia Lutheran Ministries	PA	17	7	1	7	2	18	7	0	9	2	-1
21	21	Asbury Communities, Inc.	MD	9	5	2	2	0	9	5	2	2	0	0
22	61	EveryAge	NC	4	4	0	0	0	4	4	0	0	0	0
23	22	Ecumen	MN	26	6	3	17	0	26	6	3	17	0	0
24	24	Springpoint Senior Living, Inc.	NJ	10	8	0	1	1	10	8	0	1	1	0
25	25	Masonic Villages of the Grand Lodge of Pennsylvania	PA	5	3	1	0	1	5	3	1	0	1	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2025 vs 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2024 to 2025
				2025 Communities					2024 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
26	27	The Kendal Corporation	DE	9	7	1	0	1	10	7	1	1	1	-1
27	NR	CHI Living Communities	OH	12	6	1	3	2	12	6	1	3	2	0
28	23	The Carmelite System	NY	13	6	1	1	5	13	6	1	1	5	0
29	NR	Integritus Healthcare	MA	20	2	0	3	15	20	2	0	3	15	0
30	33	Willow Valley Communities	PA	3	3	0	0	0	3	3	0	0	0	0
31	31	National Church Residences	OH	15	3	3	9	0	15	3	3	9	0	0
32	26	Ohio Living	OH	10	8	0	0	2	11	9	0	0	2	-1
33	32	Christian Care Companies	AZ	6	0	5	0	1	6	0	5	0	1	0
34	29	PMMA (Presbyterian Manors of Mid-America)	KS	16	13	2	1	0	16	14	1	1	0	0
35	30	Volunteers of America	VA	9	3	1	3	2	9	3	1	3	2	0
36	28	Bethesda Senior Living Communities	CO	21	0	5	16	0	22	0	6	16	0	-1
37	38	Masonicare	CT	15	2	5	6	2	15	2	5	6	2	0
38	41	ArchCare	NY	9	0	0	2	7	7	0	0	1	6	2
39	34	Homewood Living Ministries fka Homewood Retirement Centers	MD	5	4	1	0	0	5	4	1	0	0	0
40	36	Greencroft Communities	IN	9	6	3	0	0	9	7	0	2	0	0
41	35	Buckner Retirement Services	TX	7	6	1	0	0	7	7	0	0	0	0
42	37	Kintura	NC	5	5	0	0	0	5	5	0	0	0	0
43	NR	WesleyLife	IA	10	10	0	0	0	10	10	0	0	0	0
44	39	Lutheran Services Carolinas	NC	11	3	2	1	5	10	3	1	0	6	1
45	40	Eventide fka Eventide-Tabitha	MN	10	8	0	1	1	10	8	0	1	1	0
46	45	Franciscan Communities, Inc.	IL	8	4	1	3	0	8	4	1	3	0	0
47	42	Baptist Village Communities	OK	12	3	8	1	0	12	3	8	1	0	0
48	43	Covenant Health	MA	14	0	0	4	10	14	0	0	4	10	0
49	50	Vivie	MN	19	0	7	10	2	17	0	6	9	2	2
50	44	Loretto	NY	9	1	2	4	2	9	1	2	4	2	0

NR: Not Ranked in that year

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2025 vs 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2024 to 2025
				2025 Communities					2024 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
51	46	Life Enriching Communities	OH	6	6	0	0	0	6	6	0	0	0	0
52	48	Methodist Retirement Communities	TX	8	5	2	0	1	8	5	2	0	1	0
53	64	Friendship Retirement Community	VA	4	2	0	1	1	4	4	0	0	0	0
54	49	Immanuel	NE	10	9	1	0	0	10	9	1	0	0	0
55	47	United Church Homes	OH	13	3	8	0	2	15	4	7	1	3	-2
56	53	Hebrew SeniorLife	MA	4	2	1	0	1	4	2	1	0	1	0
57	52	Bethesda Health Group, Inc.	MO	12	0	7	2	3	12	0	7	2	3	0
58	97	Givens Communities	NC	3	3	0	0	0	5	3	1	1	0	-2
59	57	LifeSpire of Virginia	VA	5	4	1	0	0	5	4	1	0	0	0
60	54	Presbyterian Villages of Michigan	MI	10	1	7	2	0	10	1	7	2	0	0
61	56	FellowshipLIFE	NJ	5	5	0	0	0	5	5	0	0	0	0
62	58	Presbyterian Living	IL	4	3	1	0	0	4	3	1	0	0	0
63	59	Sun Health	AZ	4	4	0	0	0	4	4	0	0	0	0
64	60	Presbyterian SeniorCare Network	PA	10	3	1	4	2	10	3	1	4	2	0
65	66	Presbyterian Homes of Georgia	GA	6	3	3	0	0	8	4	2	1	1	-2
66	132	Magnolia Manor, Inc.	GA	8	2	4	1	1	6	2	2	1	1	2
67	77	Legacy Lifecare, Inc.	MA	13	0	2	6	5	4	3	1	0	0	9
68	65	Heritage Ministries	NY	8	4	2	1	1	4	2	0	1	1	4
69	51	St. Francis Health Services of Morris, Inc.	MN	30	0	5	11	14	32	0	6	12	14	-2
70	67	Wesley Enhanced Living	PA	5	4	1	0	0	6	2	3	0	1	-1
71	69	Trillium Living fka Holland Home	MI	2	2	0	0	0	5	4	1	0	0	-3
72	76	Mather	IL	4	3	1	0	0	2	2	0	0	0	2
73	70	American Baptist Homes of the Midwest	MN	7	5	0	0	2	2	2	0	0	0	5
74	63	Phoebe Ministries	PA	3	3	0	0	0	8	2	4	1	1	-5
75	96	Liberty Lutheran Services	PA	5	3	1	1	0	3	3	0	0	0	2

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2025 vs 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2024 to 2025
				2025 Communities					2024 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
76	73	Illuminus, Inc.	WI	9	1	2	2	4	5	5	0	0	0	4
77	75	Friendship Villages of St. Louis	MO	2	2	0	0	0	4	0	4	0	0	-2
78	74	Wesley	WA	4	0	4	0	0	9	1	2	2	4	-5
79	72	Lutheran Homes of South Carolina Inc.	SC	5	5	0	0	0	7	5	0	0	2	-2
80	79	Garden Spot Communities	PA	3	2	0	0	1	4	0	1	1	2	-1
81	78	Community Wellness Partners	NY	4	0	1	1	2	7	0	0	1	6	-3
82	80	Eskaton	CA	8	1	1	6	0	3	2	0	0	1	5
83	91	Goodwin Living	VA	4	2	0	1	1	7	2	1	1	3	-3
84	82	Baruch Senior Ministries	MI	32	0	0	32	0	3	3	0	0	0	29
85	81	Ingleside	MD	3	3	0	0	0	8	1	1	6	0	-5
86	87	Saint Therese	MN	7	5	0	2	0	11	2	8	0	1	-4
87	85	Pinnacle Living	VA	6	4	0	2	0	6	2	3	1	0	0
88	55	Mississippi Methodist Senior Services, Inc.	MS	12	2	7	1	2	12	2	7	1	2	0
89	88	The United Methodist Retirement Homes	NC	3	3	0	0	0	6	5	0	1	0	-3
90	86	Lutheran SeniorLife	PA	10	2	8	0	0	6	4	0	2	0	4
91	92	Tandem Living	PA	2	2	0	0	0	3	2	1	0	0	-1
92	113	Forefront Living	TX	3	3	0	0	0	3	0	1	0	2	0
93	89	Sequoia Living, Inc.	CA	4	4	0	0	0	3	3	0	0	0	1
94	84	Brio Living Services	MI	5	2	2	1	0	4	3	0	1	0	1
95	93	Presbyterian Communities of South Carolina	SC	6	6	0	0	0	2	2	0	0	0	4
96	94	Providence Life Services	IL	4	3	1	0	0	6	6	0	0	0	-2
97	95	The RiverWoods Group	NH	3	3	0	0	0	4	1	2	0	1	-1
98	107	Alliance Health & Human Services	MA	9	0	0	0	9	3	1	2	0	0	6
99	98	Lutheran Life Communities	IL	4	3	0	0	1	2	2	0	0	0	2
100	99	Vista Prairie Communities	MN	12	0	1	11	0	4	3	0	0	1	8

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2025 vs 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2024 to 2025
				2025 Communities					2024 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
101	106	Moorings Park	FL	3	1	2	0	0	2	2	0	0	0	1
102	100	Christian Living Communities	CO	6	3	0	3	0	12	0	1	11	0	-6
103	NR	Gurwin Healthcare System	NY	2	1	0	0	1	2	1	0	0	1	0
104	101	National Lutheran Communities and Services	MD	3	2	0	1	0	6	3	0	3	0	-3
105	103	St. John’s Health Care Corporation	NY	4	0	1	1	2	6	2	0	3	1	-2
106	109	Landis Communities	PA	4	1	2	1	0	2	2	0	0	0	2
107	104	Christian Health Care Center	NJ	8	2	4	1	1	4	0	1	1	2	4
108	105	Blue Skies of Texas	TX	2	2	0	0	0	8	2	4	1	1	-6
109	108	Menno-Haven, Inc.	PA	2	2	0	0	0	8	0	0	0	8	-6
110	115	Lutheran Social Ministries of Maryland	MD	2	2	0	0	0	3	2	0	1	0	-1
111	110	United Methodist Communities	NJ	4	1	0	3	0	4	1	2	1	0	0
112	83	United Methodist Homes	NY	3	2	1	0	0	32	0	0	32	0	-29
113	111	Wesley Willows	IL	3	1	1	1	0	4	1	0	3	0	-1
114	118	Heritage Pointe Communities	IN	4	4	0	0	0	2	2	0	0	0	2
115	134	Cedar Community	WI	10	1	4	5	0	8	1	3	3	1	2
116	90	Felician Services, Inc.	IL	8	2	2	1	3	4	4	0	0	0	4
117	114	Living Branches	PA	3	2	0	1	0	2	2	0	0	0	1
118	144	Friends Homes Inc.	NC	2	2	0	0	0	2	2	0	0	0	0
119	102	Methodist Homes of Alabama & Northwest Florida	AL	5	1	0	3	1	3	2	0	1	0	2
120	117	Oakwood Lutheran Senior Ministries	WI	2	2	0	0	0	5	0	0	0	5	-3
121	NR	La Posada Communities	AZ	2	2	0	0	0	2	2	0	0	0	0
122	119	Westminster-Canterbury on Chesapeake Bay	VA	2	1	1	0	0	3	3	0	0	0	-1
123	131	Emerald Communities	WA	2	2	0	0	0	10	2	1	6	1	-8
124	121	Grace Inspired Living	PA	2	2	0	0	0	5	0	2	1	2	-3
125	120	St. Ann’s Community	NY	2	1	1	0	0	2	1	1	0	0	0

NR: Not Ranked in that year

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2025 vs 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2024 to 2025
				2025 Communities					2024 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
126	122	United Church of Christ Homes	PA	6	4	2	0	0	2	2	0	0	0	4
127	158	Friendly Senior Living	NY	5	0	3	0	2	4	0	2	1	1	1
128	162	Bluestem Communities	KS	3	3	0	0	0	2	2	0	0	0	1
129	123	Sunnyside Communities	VA	3	3	0	0	0	6	0	2	0	4	-3
130	124	Unitas Communities	PA	2	2	0	0	0	3	3	0	0	0	-1
131	126	Episcopal SeniorLife Communities	NY	10	0	6	3	1	2	1	1	0	0	8
132	137	Ebenezer Society	MN	10	0	0	6	4	10	0	0	6	4	0
133	139	LutherCare	PA	2	1	1	0	0	2	1	1	0	0	0
134	135	Brazos Presbyterian Homes Holding Inc.	TX	3	3	0	0	0	3	3	0	0	0	0
135	127	Ohio Masonic Communities	OH	3	2	0	1	0	10	0	6	3	1	-7
136	130	Bethany Lutheran Homes, Inc.	WI	10	2	1	6	1	3	3	0	0	0	7
137	129	Simpson Senior Services	PA	3	3	0	0	0	3	2	0	1	0	0
138	132	Masonic Homes of Kentucky, Inc.	KY	2	2	0	0	0	2	2	0	0	0	0
139	133	Christian Care Communities	KY	10	5	3	2	0	9	4	3	2	0	1
140	143	Community First Solutions	OH	6	2	0	3	1	5	2	0	2	1	1
141	136	Sunset Manor, Inc.	MI	4	0	2	2	0	4	0	2	2	0	0
142	138	Baptist Homes Healthcare Ministries	MO	6	3	1	1	1	7	3	1	1	2	-1
143	141	Vincentian Collaborative Services	PA	4	2	0	0	2	4	2	0	0	2	0
144	142	Lutheran Life Villages	IN	6	1	1	2	2	6	2	0	2	2	0
145	125	Messiah Lifeways	PA	2	1	1	0	0	2	2	0	0	0	0
146	116	Ascentria Care Alliance	MA	7	1	1	0	5	2	2	0	0	0	5
147	145	Rockwood Retirement Communities	WA	2	2	0	0	0	2	2	0	0	0	0
148	147	Wellspring Lutheran Services	MI	9	1	2	2	4	9	1	2	2	4	0
149	146	Smith Senior Living	IL	2	2	0	0	0	2	2	0	0	0	0
150	182	Guardian Angels	MN	5	0	1	3	1	5	0	1	3	1	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2025 vs 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2024 to 2025
				2025 Communities					2024 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
151	149	Morningside Ministries	TX	3	2	1	0	0	3	2	1	0	0	0
152	148	Eliza Jennings Senior Care Network	OH	4	1	0	2	1	4	2	0	1	1	0
153	151	Shepherd of the Valley Lutheran Retirement Services	OH	5	3	1	0	1	4	2	1	0	1	1
154	NR	Bishop Gadsden Episcopal Retirement Community	SC	2	2	0	0	0	2	2	0	0	0	0
155	157	Cardinal Ritter Senior Services	MO	4	0	1	2	1	3	0	1	1	1	1
156	150	ThriveMore	NC	4	3	0	1	0	4	3	0	1	0	0
157	152	Brethren Retirement Community	OH	2	2	0	0	0	3	2	1	0	0	-1
158	112	The New Jewish Home	NY	2	0	0	1	1	3	1	1	1	0	-1
159	153	Havenwood Heritage Heights	NH	2	2	0	0	0	2	2	0	0	0	0
160	155	Bethel	NY	5	1	1	1	2	5	1	1	1	2	0
161	NR	Lyngblomsten	MN	2	0	1	0	1	2	0	1	0	1	0
162	156	The Legacy Senior Communities	TX	2	2	0	0	0	2	2	0	0	0	0
163	173	Convivial Life Inc.	FL	2	1	0	1	0	2	1	0	1	0	0
164	199	Pleasant View Communities	PA	3	1	2	0	0	2	1	1	0	0	1
165	160	Silverstone Living	NH	3	2	0	1	0	3	2	0	1	0	0
166	163	Church Homes, Inc.	CT	2	2	0	0	0	2	2	0	0	0	0
167	164	Redstone Presbyterian SeniorCare	PA	3	1	2	0	0	3	1	2	0	0	0
168	166	Christian Village Communities	OH	2	2	0	0	0	2	2	0	0	0	0
169	159	Sholom Community Alliance	MN	5	0	1	2	2	5	0	1	2	2	0
170	165	Episcopal Retirement Services	OH	3	2	0	1	0	3	3	0	0	0	0
171	167	Willow Brook Christian Communities	OH	3	1	1	0	1	3	1	1	0	1	0
172	168	CRISTA Senior Living	WA	2	0	1	1	0	2	0	1	1	0	0
173	169	Medford Leas	NJ	2	1	1	0	0	2	1	1	0	0	0
174	154	Episcopal Communities & Services	CA	4	3	0	1	0	4	3	0	1	0	0
175	171	Judson Services, Inc.	OH	2	1	1	0	0	2	1	1	0	0	0

NR: Not Ranked in that year

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2025 vs 2024)

2026 Rank	2025 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2024 to 2025
				2025 Communities					2024 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
176	170	St. John’s United	MT	4	4	0	0	0	5	4	0	1	0	-1
177	172	The Village of St. Edward	OH	3	1	0	2	0	3	1	0	2	0	0
178	177	The Loomis Communities	MA	3	3	0	0	0	4	0	1	2	1	-1
179	175	Bethany St. Joseph Corporation	WI	12	0	5	5	2	12	0	5	5	2	0
180	161	Ararat Home of Los Angeles	CA	3	2	0	0	1	3	1	0	0	2	0
181	176	Deaconess Abundant Life Communities	MA	3	1	1	1	0	3	1	1	1	0	0
182	186	Good Shepherd Communities	NY	3	2	0	0	1	3	2	0	0	1	0
183	179	Resthaven	MI	4	3	0	1	0	4	3	0	1	0	0
184	180	Taylor Community	NH	4	2	2	0	0	4	2	2	0	0	0
185	183	Michigan Masonic Homes	MI	2	1	0	0	1	2	1	0	0	1	0
186	184	Bethesda	MN	3	1	1	1	0	3	1	1	1	0	0
187	185	Allegheny Lutheran Social Ministries	PA	3	3	0	0	0	3	3	0	0	0	0
188	200+	Genacross Lutheran Services	OH	2	2	0	0	0	2	2	0	0	0	0
189	200	HutsonWood, Inc.	TN	4	1	0	0	3	4	0	0	0	4	0
190	190	A.G. Rhodes	GA	3	0	0	0	3	3	0	0	0	3	0
191	195	Oaknoll	IA	2	1	1	0	0	3	1	2	0	0	-1
192	193	Beechwood Continuing Care	NY	3	0	2	0	1	3	0	2	0	1	0
193	192	Parker Health Group	NJ	5	0	0	1	4	5	0	0	1	4	0
194	194	CJE SeniorLife	IL	3	1	1	1	0	3	1	1	1	0	0
195	187	Lutheran Home & Harwood Place	WI	2	1	0	1	0	2	0	1	0	1	0
196	188	Skaalen Retirement Services	WI	2	1	1	0	0	2	1	1	0	0	0
197	189	Wesbury United Methodist Community	PA	2	1	1	0	0	2	1	1	0	0	0
198	197	South Carolina Baptist Ministries of Aging (SCBMA)	SC	2	2	0	0	0	2	2	0	0	0	0
199	196	Canterbury Woods	NY	2	2	0	0	0	2	2	0	0	0	0
200	198	Trinity Senior Services	WI	2	1	1	0	0	2	1	1	0	0	0
		TOTAL COMMUNITIES		1,642	701	291	330	320	1,628	688	282	325	333	14

Organizational Characteristics: Communities

Summary of Community Mix (by Largest 10, 25, 50, 100, 150, & Total)

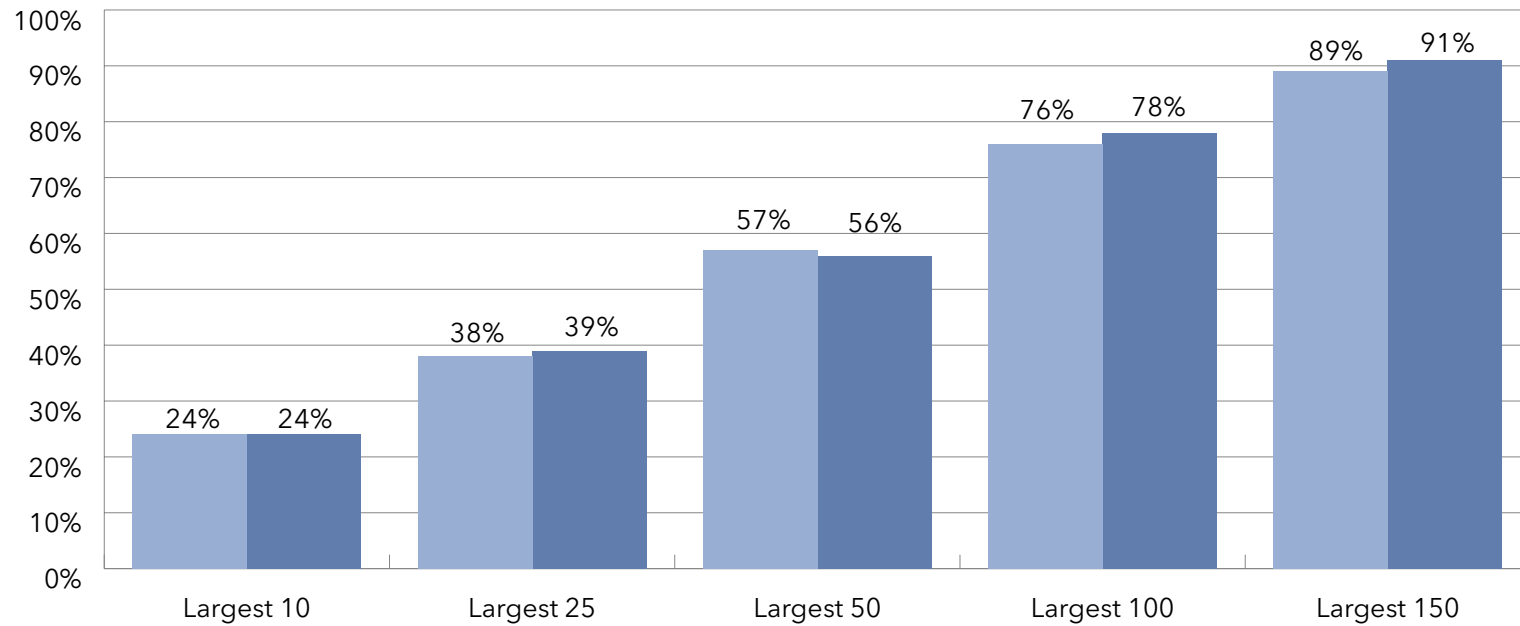
Largest	LPC	IL	AL	NH	ALL	Percent as total of LZ 200
10	178	67	31	122	398	24%
25	303	93	95	152	643	39%
50	406	142	163	209	920	56%
100	543	217	251	262	1,273	78%
150	630	261	303	294	1,488	91%
200	701	291	330	320	1,642	100%

Analysis of Community Mix for Each Year's Respective LZ 200 Listing					
	LPC	IL	AL	NH	ALL
2020 LZ 200					
2019 avg communities/system	3.5	1.3	1.5	1.6	7.9
Percent of total	43.7%	16.9%	18.8%	20.7%	100.0%
2021 LZ 200					
2020 avg communities/system	3.3	1.4	1.6	1.7	8.0
Percent of total	43.4%	16.9%	18.6%	21.0%	100.0%
2022 LZ 200					
2021 avg communities/system	3.4	1.4	1.5	1.6	7.9
Percent of total	43.3%	17.5%	18.6%	20.6%	100.0%
2023 LZ 200					
2022 avg communities/system	3.4	1.4	1.5	1.5	7.8
Percent of total	43.5%	18.2%	19.3%	19.0%	100.0%
2024 LZ 200					
2023 avg communities/system	3.4	1.4	1.5	1.6	7.9
Percent of total	43.1%	17.4%	19.1%	20.4%	100.0%
2025 LZ 200					
2024 avg communities/system	3.4	1.4	1.6	1.6	8.0
Percent of total	41.8%	17.9%	20.4%	20.0%	100.0%
2026 LZ 200					
2025 avg communities/system	3.5	1.5	1.7	1.6	8.0
Percent of total	42.7%	17.7%	20.1%	19.5%	100.0%

Largest	2025 Total Communities	2024 Total Communities	Change in total communities	Percent change in total communities
10	398	398	0	0.0%
25	643	633	10	1.6%
50	920	908	12	1.3%
100	1,273	1,222	51	4.0%
150	1,488	1,472	16	1.1%
200	1,642	1,628	14	0.9%

Organizational Characteristics: Communities

Percentage of Communities Owned (by Largest 10, 25, 50, 100, & 150)

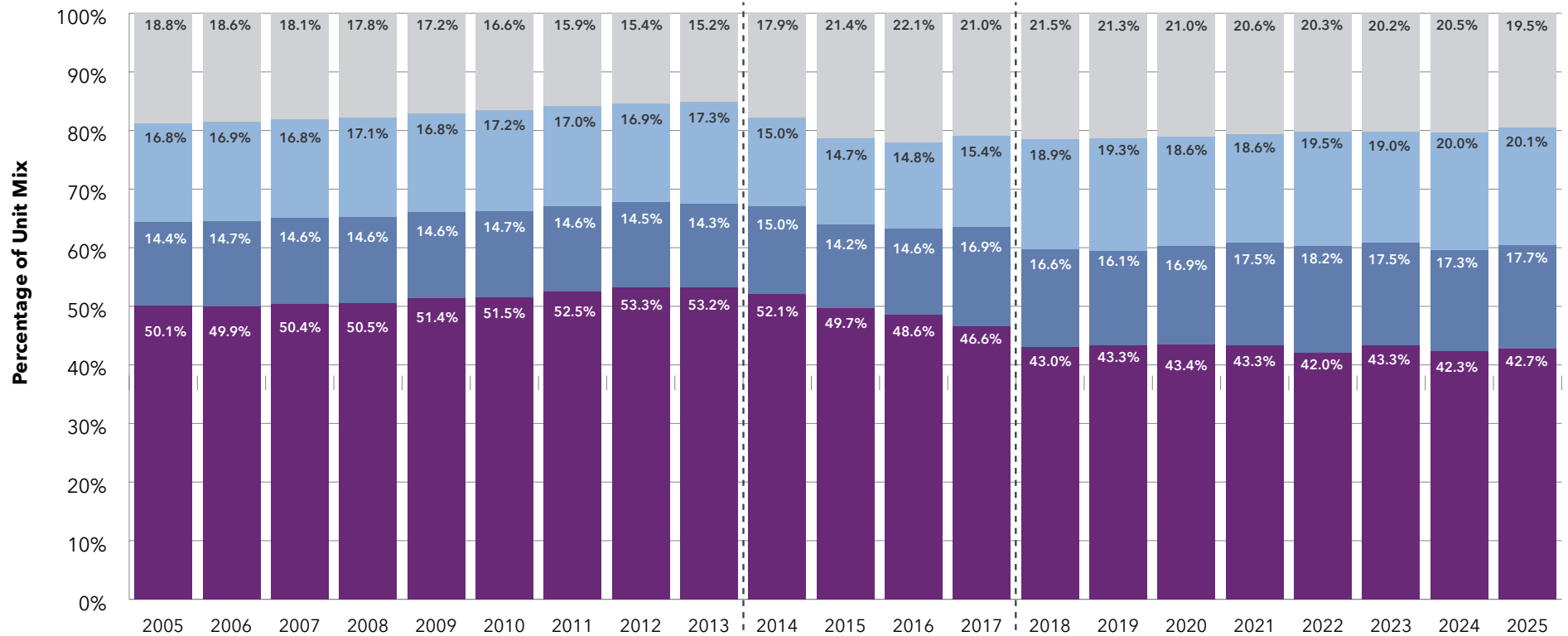


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Organizational Characteristics: Communities

Total Mix by Year, by Percent, 2005 Through 2025 for 2026 LZ 200



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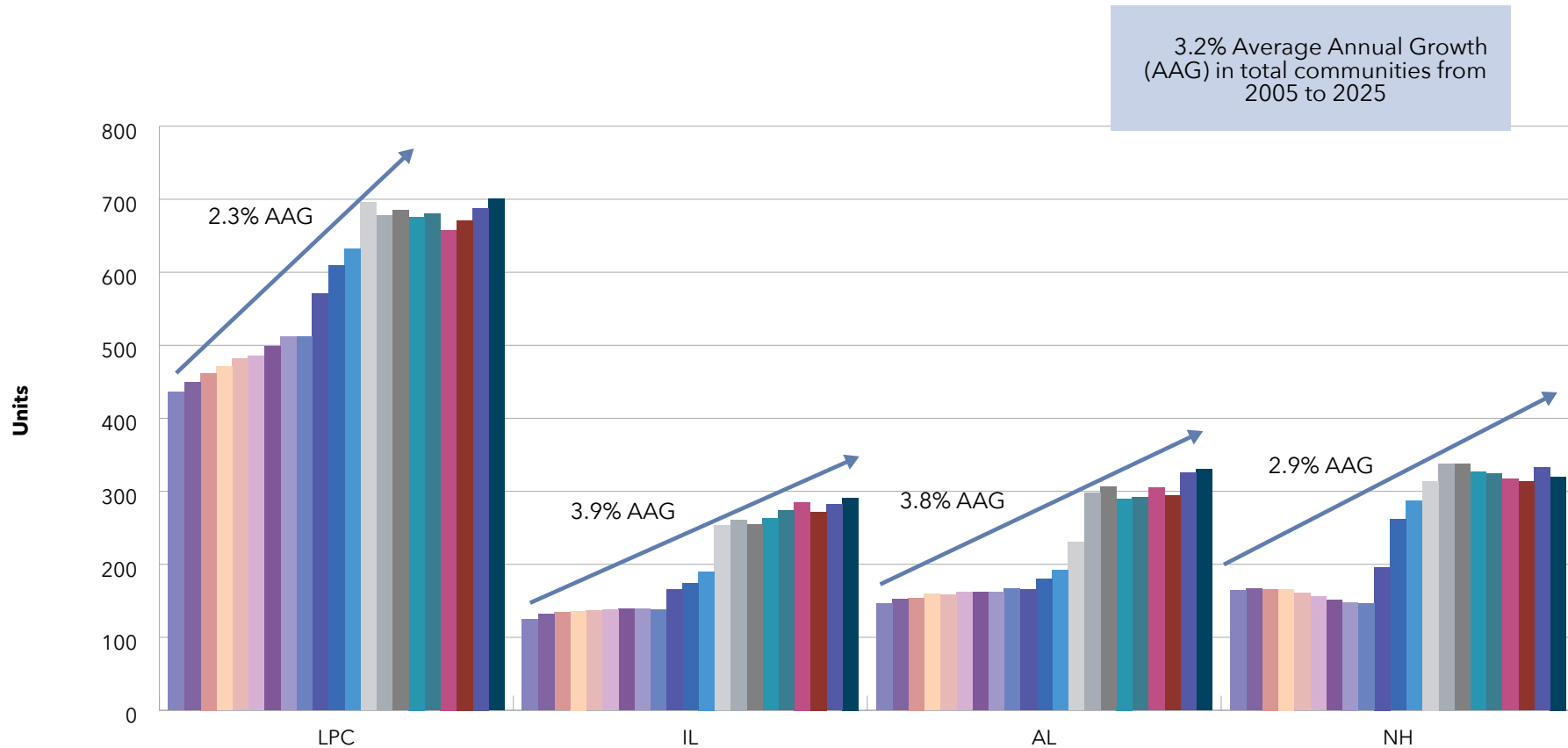
■ LPC ■ IL ■ AL ■ NH

Note increase from 100 to 150 with the 2014 publication

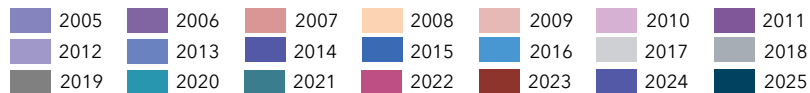
Note increase from 150 to 200 with the 2018 publication

Organizational Characteristics: Communities

Community Type Comparison, by Community, 2005 Through 2025 for 2026 LZ 200



KEY:



Note increase from 100 to 150 with the 2014 publication
 Note increase from 150 to 200 with the 2018 publication

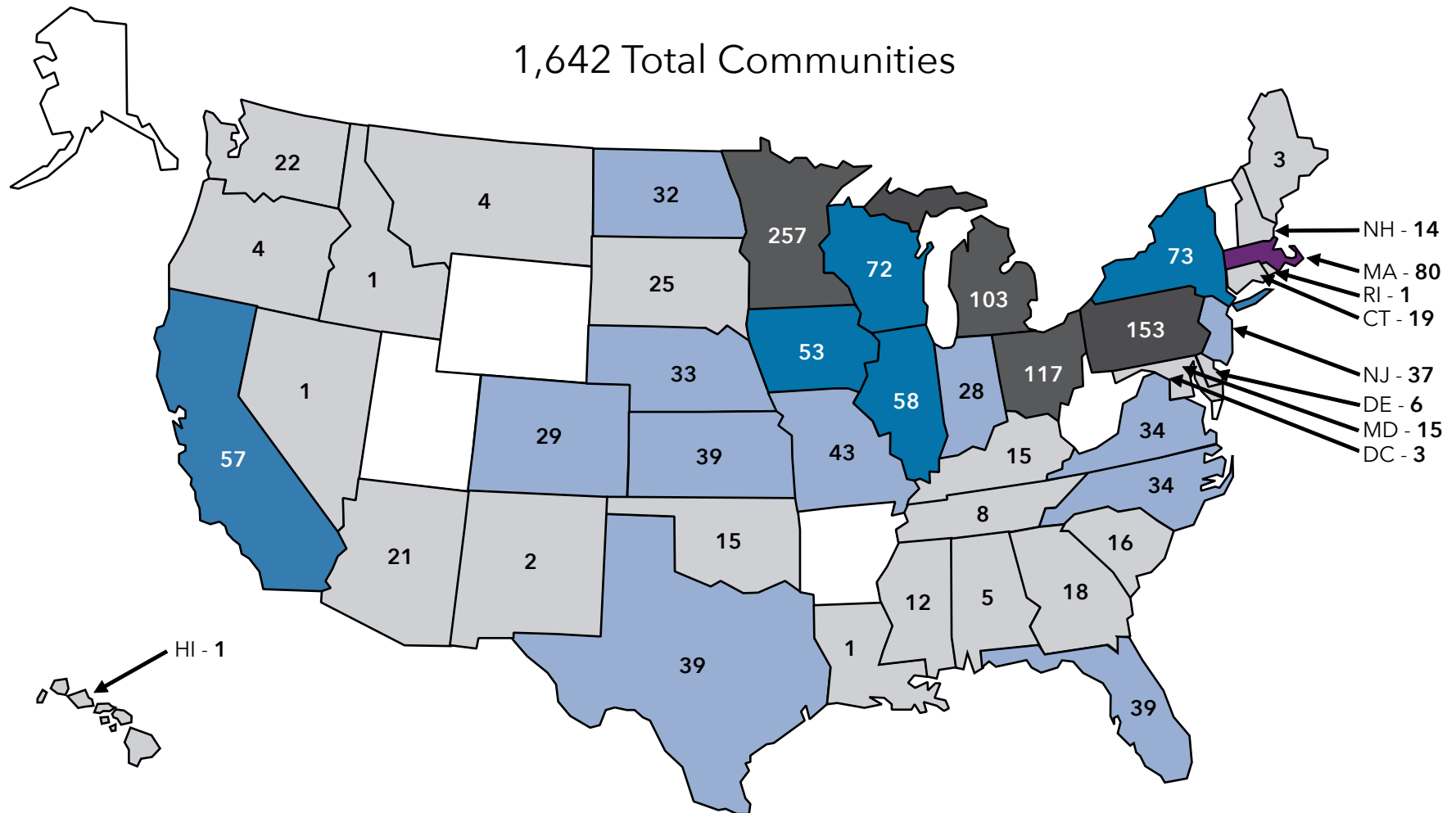
Organizational Characteristics: Locations

Top Five States by Community Type

LPC			ILF			ALF			NH		
1	PA	97	1	MN	63	1	MN	102	1	SD	67
2	OH	57	2	PA	29	2	MI	46	2	MN	67
3	MN	54	3	MI	26	3	WI	22	3	MA	45
4	CA	49	4	NY	21	4	OH	21	4	NY	28
5	IL	39	5	WI	17	5	CO	19	5	MO	24

Organizational Characteristics: Locations

Community Locations

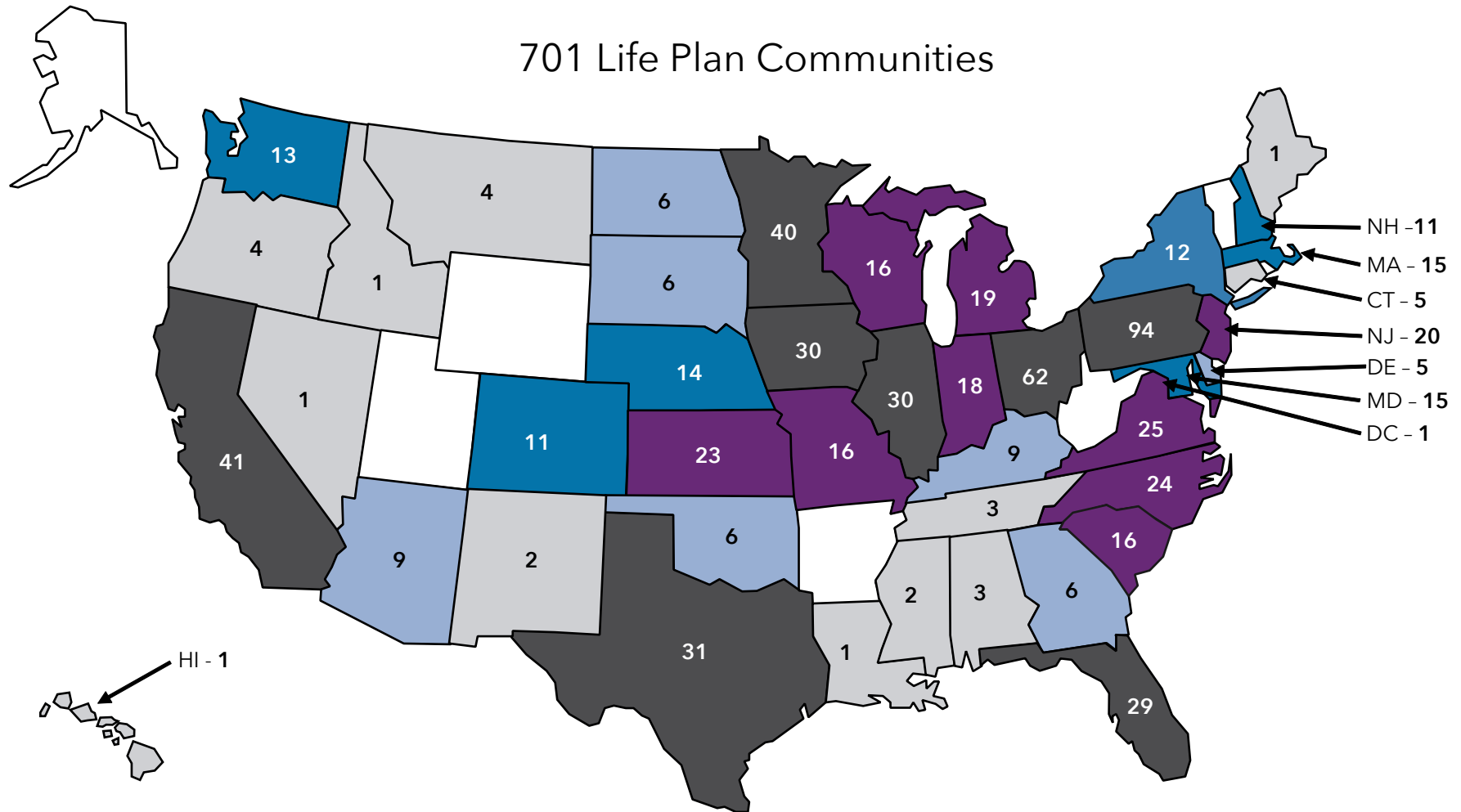


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Organizational Characteristics: Locations

Life Plan Community (LPC) Locations



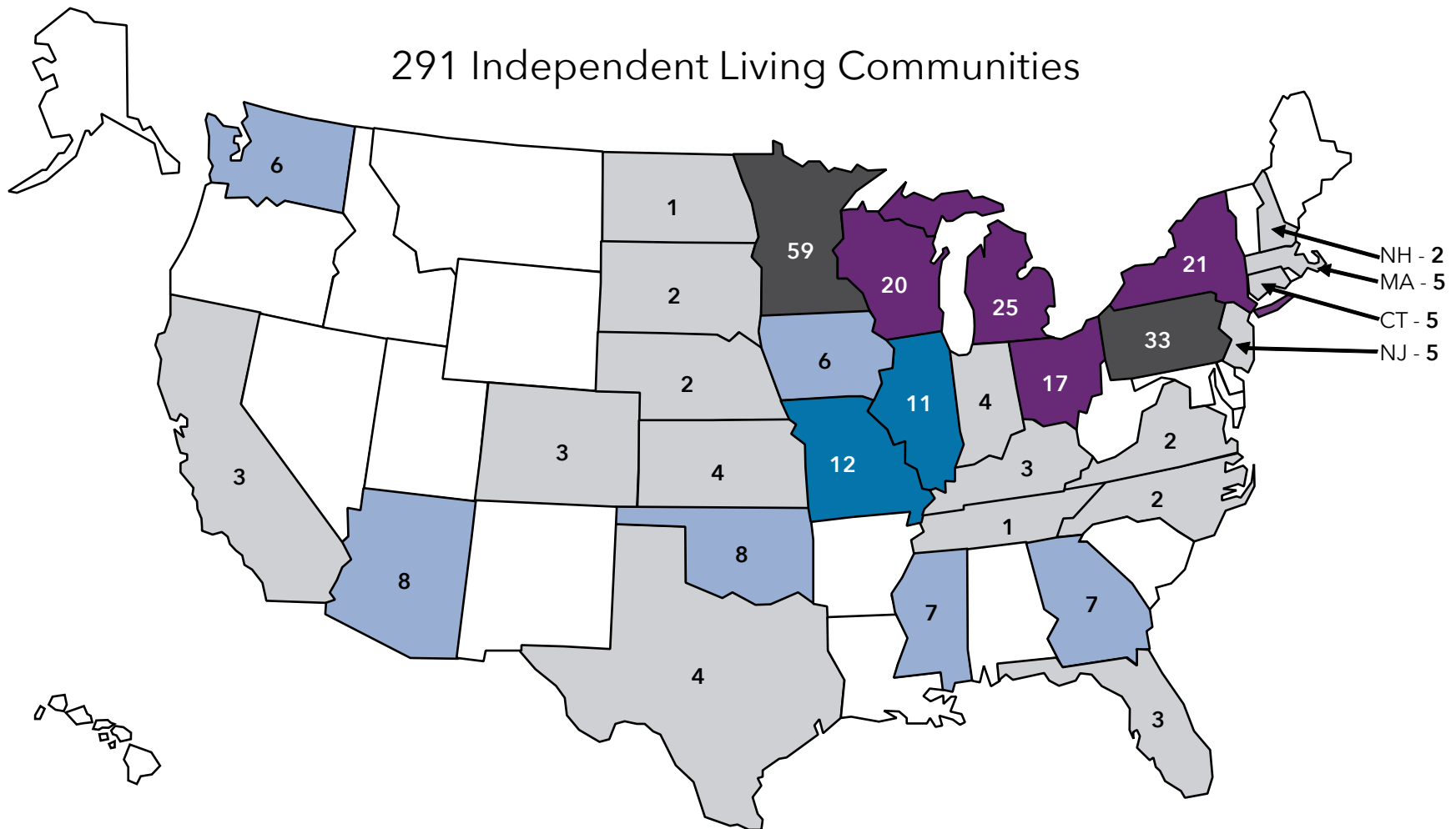
KEY:

1 to 5 LZ 200 LPCs
 6 to 10 LZ 200 LPCs
 11 to 15 LZ 200 LPCs

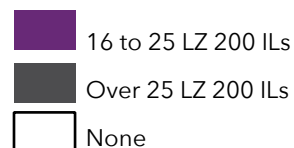
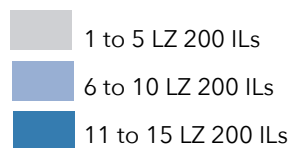
16 to 25 LZ 200 LPCs
 Over 25 LZ 200 LPCs
 None

Organizational Characteristics: Locations

Independent Living (IL) Community Locations

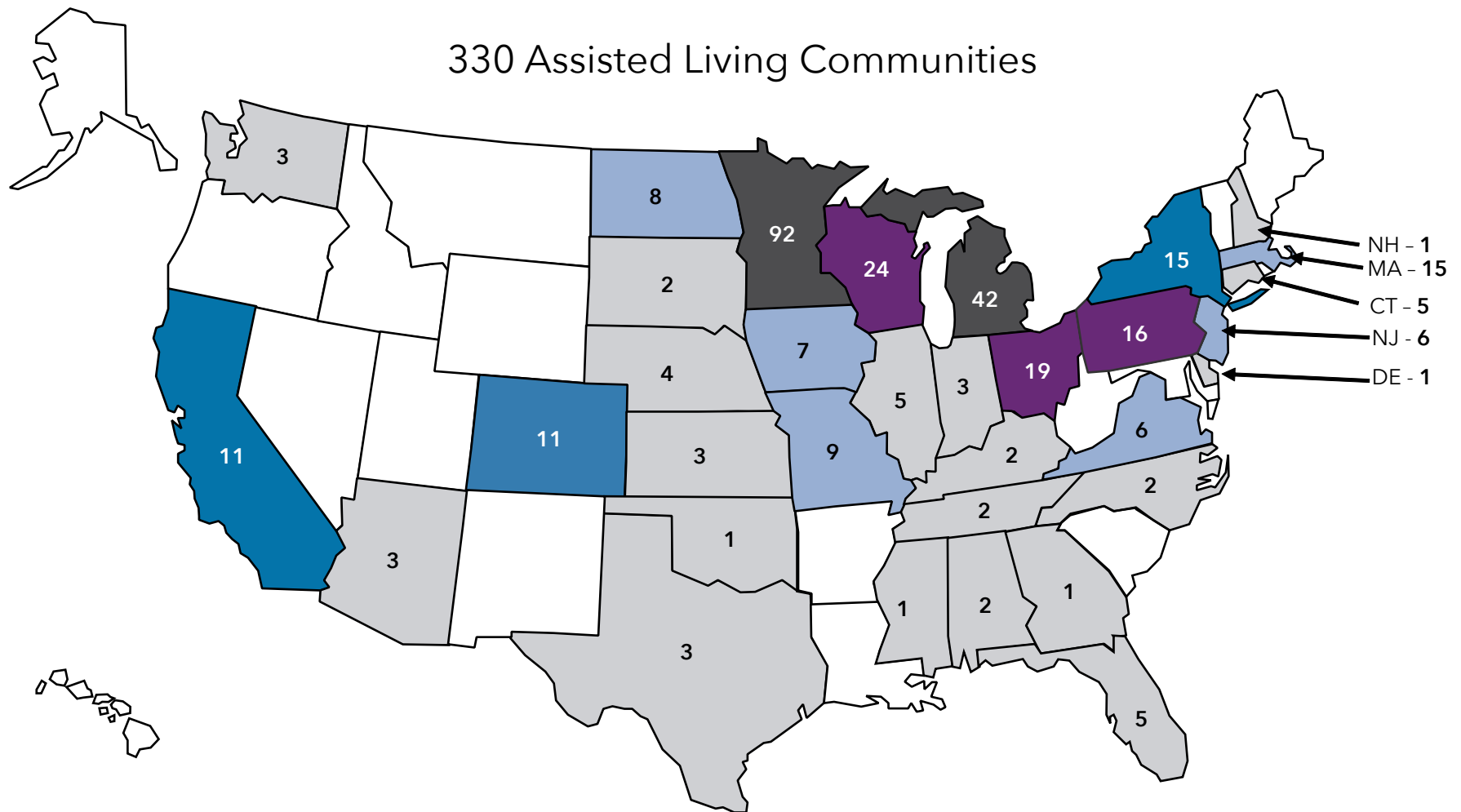


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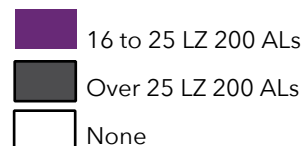
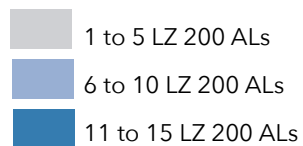


Organizational Characteristics: Locations

Assisted Living (AL) Community Locations

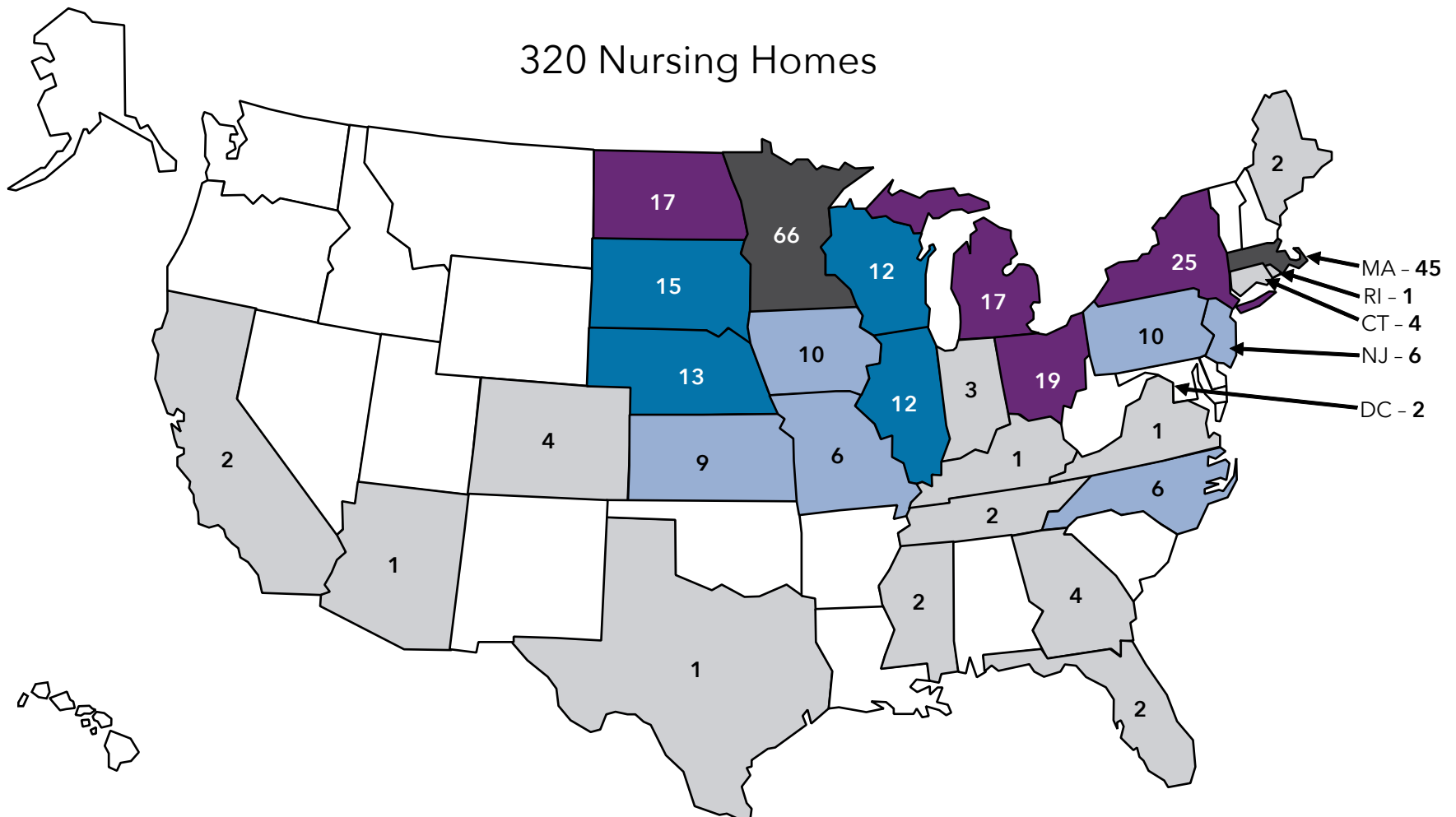


KEY:



Organizational Characteristics: Locations

Nursing Home (NH) Locations



KEY:

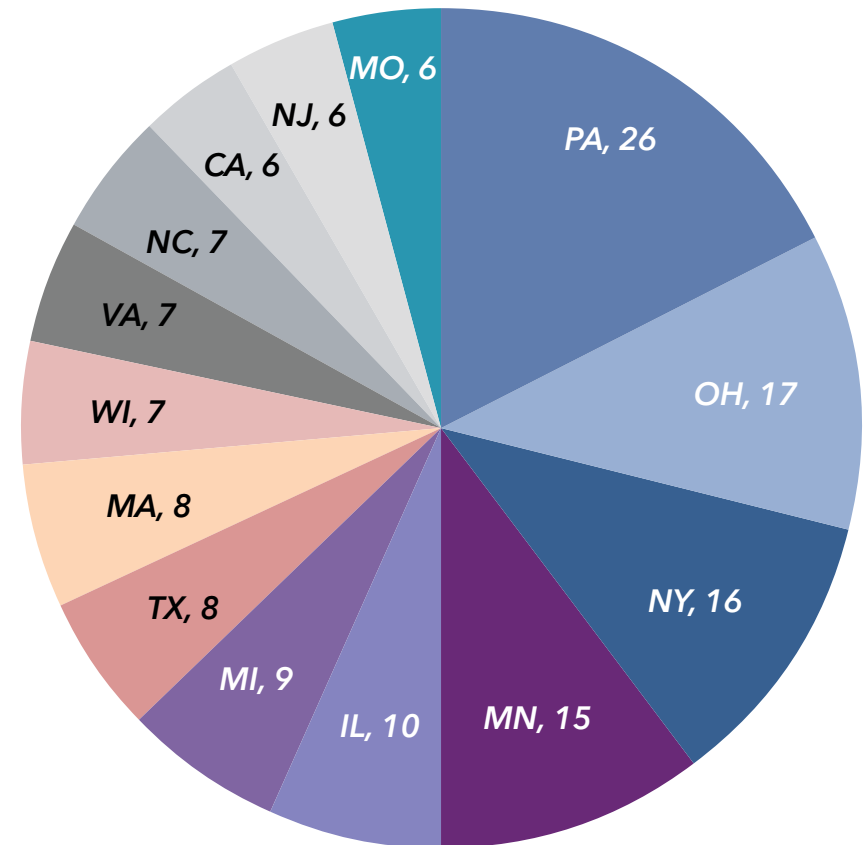


Organizational Characteristics: System Headquarters

States with Largest Number of Headquarters' Locations

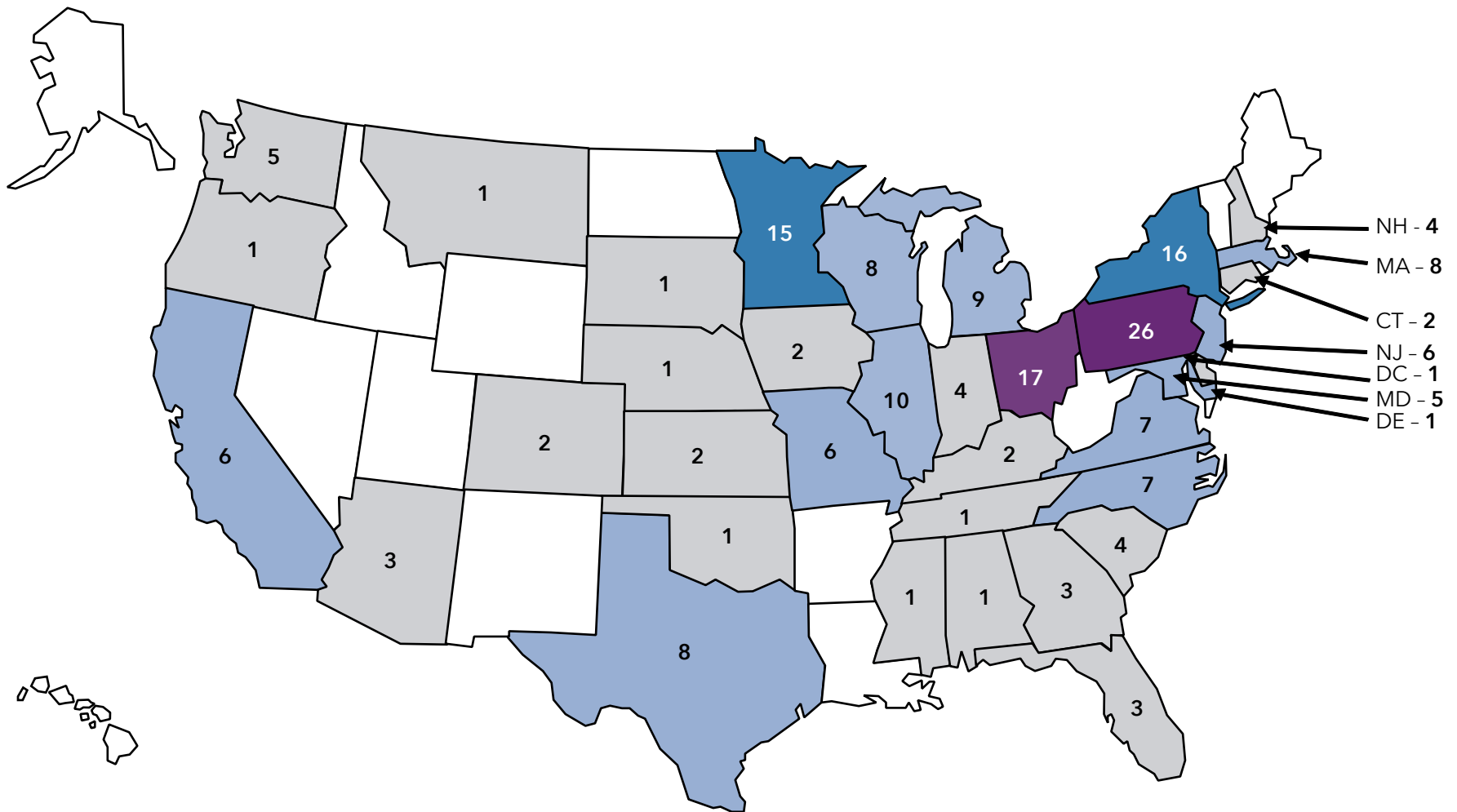
System Headquarters

The state shown for each of the LZ 200 indicates the location of their headquarters.



Organizational Characteristics: System Headquarters

Headquarters' Locations

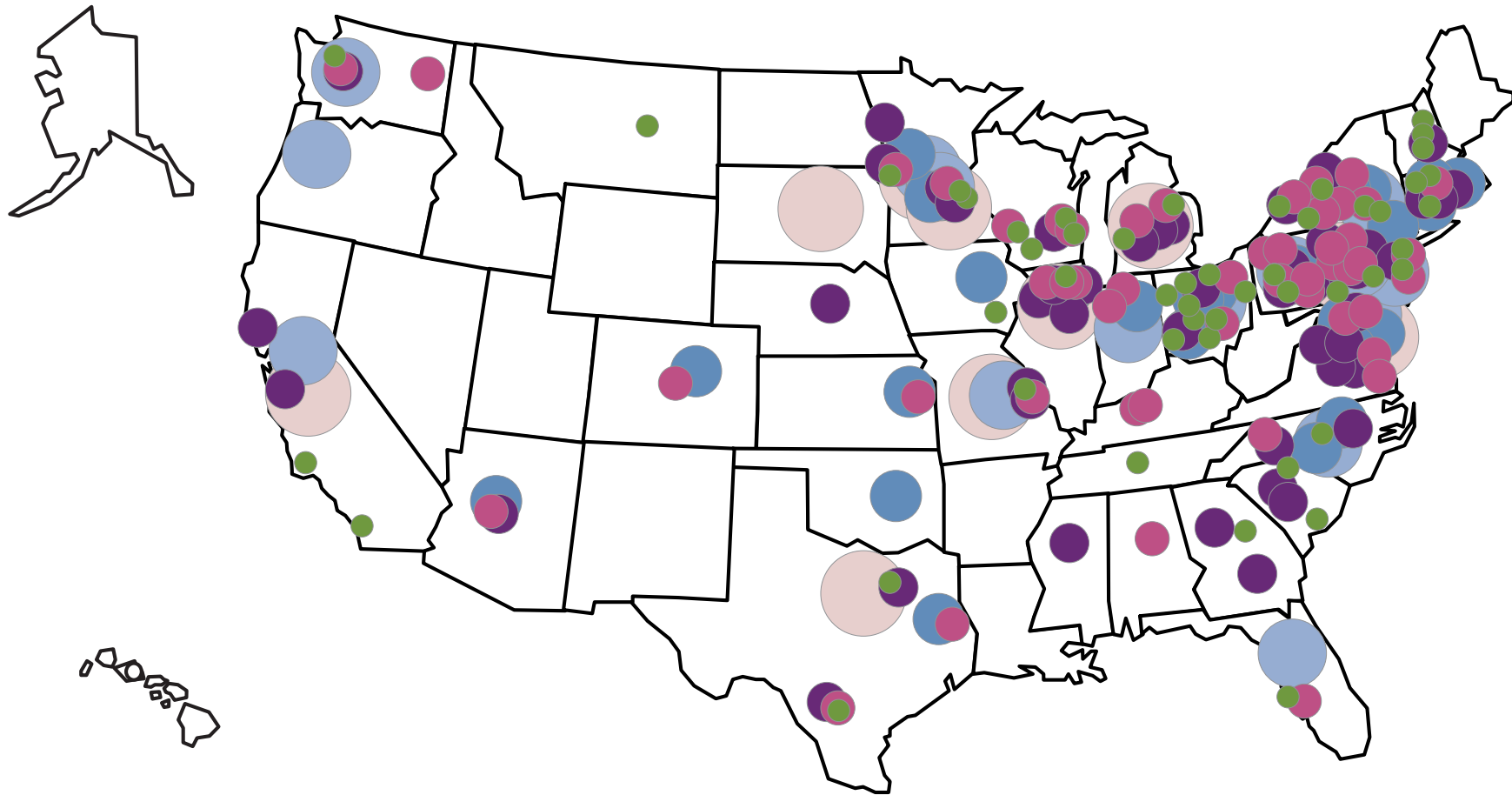


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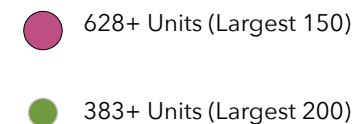
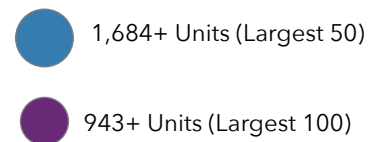
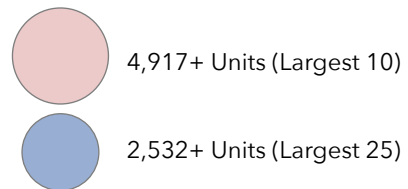


Organizational Characteristics: System Headquarters

Headquarters' Locations by Size

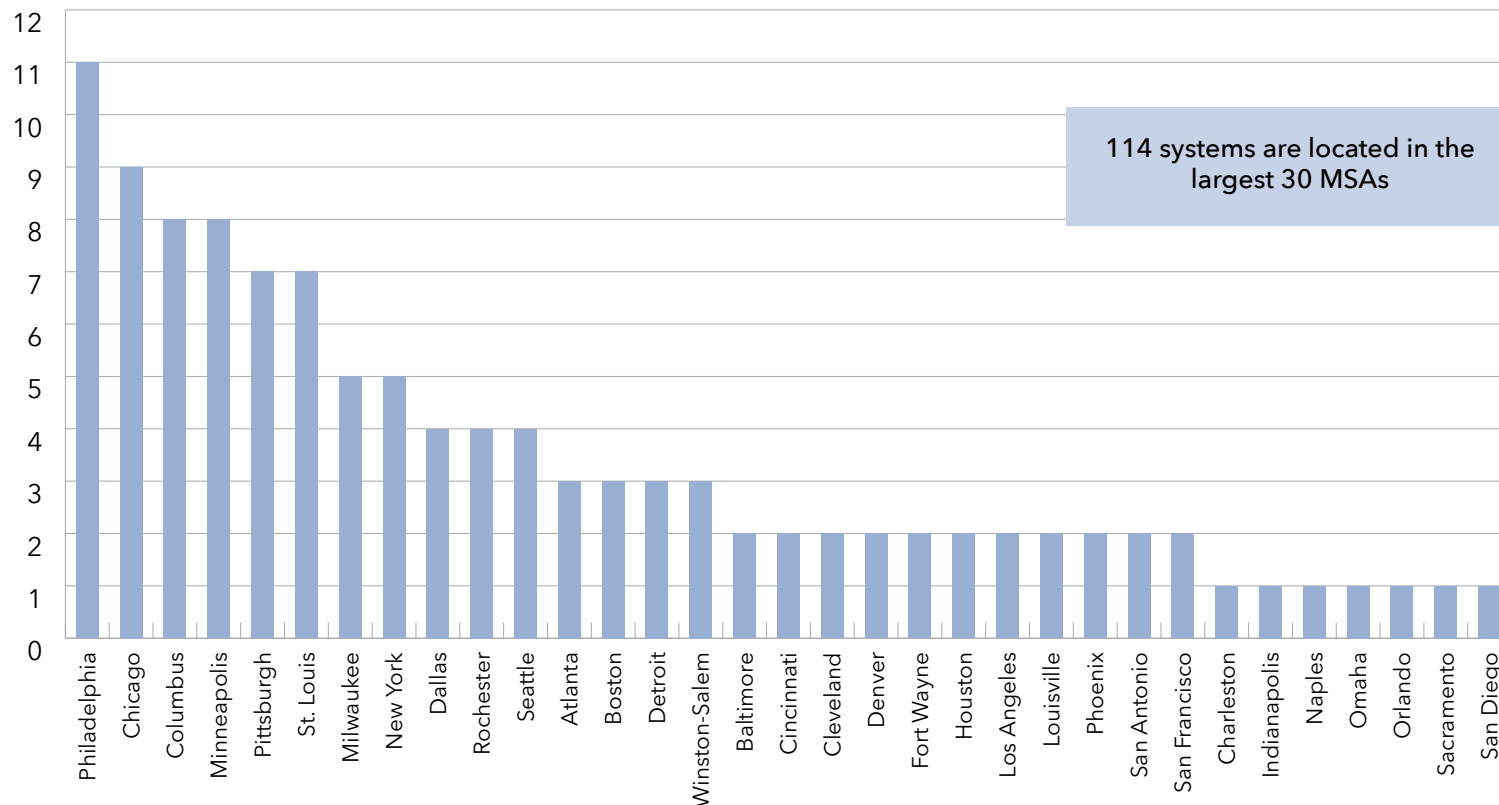


KEY:



Organizational Characteristics: Metropolitan Statistical Areas (MSAs)

Number of Headquarters Located in the Largest 30 MSAs



Metropolitan Statistical Areas (MSAs)

Metropolitan Statistical Areas (MSAs) are defined by the Office of Management and Budget (OMB) for purposes of tabulating statistics on clearly defined metropolitan boundaries. These boundaries are based on 2025 data from the U.S. Census Bureau. Areas are identified by county, with several counties making up a MSA. The locations of the communities owned by LZ 200 organizations in the largest 30 MSAs are charted, showing the number and type of communities within each of the MSAs.

Organizational Characteristics: Geographic Classifications

Classifications

A multi-site's geographic market area, what the LZ 200 listing terms its primary classification, offers a descriptive glimpse of the location of the multi-site's senior living properties. A multi-site's primary classification describes the market area that includes ALL its properties, regardless of type (including government-subsidized senior living). For some, the market area may be established by implicit boundaries, due to regulatory constraints or even due to the system's own name. Some multi-sites may change their names to more accurately reflect new growth strategies.

The LZ 200 are classified by their primary markets according to eight categories. Definitions and examples of the eight market categories are listed below:

- **National.** Systems whose properties are located among multiple states in more than one region of the United States. Several of the national

systems focus their operations either west or east of the Mississippi River or Rocky Mountains. A few of the national systems have an abundance of properties broadly scattered across the country, for example: **Pacific Retirement Services, Inc. (LZ 200 #16)** – a national system with a disparate geographic distribution of its communities with locations primarily on the West Coast, but two communities in Wisconsin, two in New Mexico and one in Texas. **Covenant Living Communities & Services (LZ 200 #7)** is a national system with communities in multiple states across the country.

- **Across States.** Systems whose communities are located among multiple states, primarily in one region of the United States. Example: **Acts Retirement-Life Communities (LZ 200 #4)** is classified as an across states system with a focus in the Northeast, Mid-Atlantic and Southeast U.S. Another example: **Lifespace Communities (LZ 200 #10)** is classified as a across states system where its focus had been on the Midwest, Northeast and Southeast until their affiliations in the Southwest.

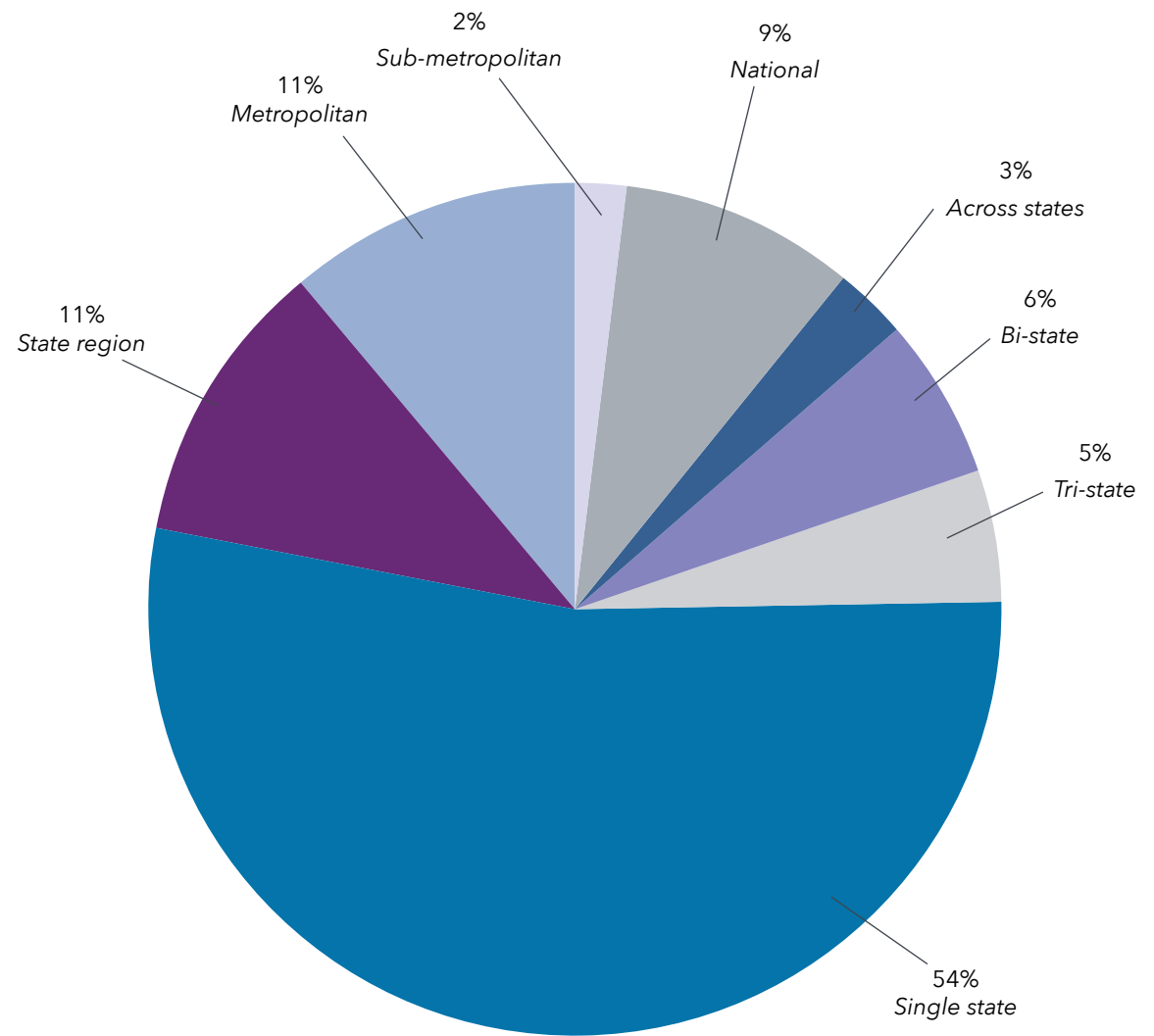
Organizational Characteristics: Geographic Classifications (Continued)

- **Tri-state.** Systems whose communities are located across three states, typically contiguous. Example: **BHI Senior Living's (LZ 200 #19)** sole focus was Indiana until their recent affiliations expanding them into Michigan and Ohio. Another example: **EverTrue fka Lutheran Senior Services (LZ 200 #11)** was previously classified as a Bi-state with its focus mainly in the Midwest until their acquisition of Diakon Lutheran Social Ministries in Pennsylvania.
- **Bi-state.** Systems whose communities are located across two states, typically contiguous. Example: **Springpoint (LZ 200 #23)** had all of its communities within New Jersey until 2017 when it affiliated with a Delaware community whereby changing it to a Bi-state designation.
- **Single State.** Systems whose communities are contained within a single state's borders and are spread across the state. Example: **Westminster Communities of Florida (LZ 200 #12)** – multiple communities within Florida, spread across the state (from central Florida to north central Florida, east and west).
- **State Region.** Systems whose communities are contained within a single region within a single state's borders. Example: **Methodist Retirement Communities (LZ 200 #51)** – multiple communities centrally concentrated in Texas.
- **Metropolitan.** Systems whose communities are contained within a metropolitan area. Example: **Episcopal SeniorLife Communities (LZ 200 #131)** – multiple communities throughout the greater Rochester, New York area.
- **Sub-metropolitan.** Systems whose communities are contained within a sub-section of a metropolitan area. The larger the metropolitan area, the more likely the possibility that a multi-site may emerge within a sub-metropolitan area. Example: The communities of **Goodwin Living (LZ 200 #83)** are in the southwestern quadrant of the DC-Arlington metropolitan area.

Organizational Characteristics: Geographic Classifications

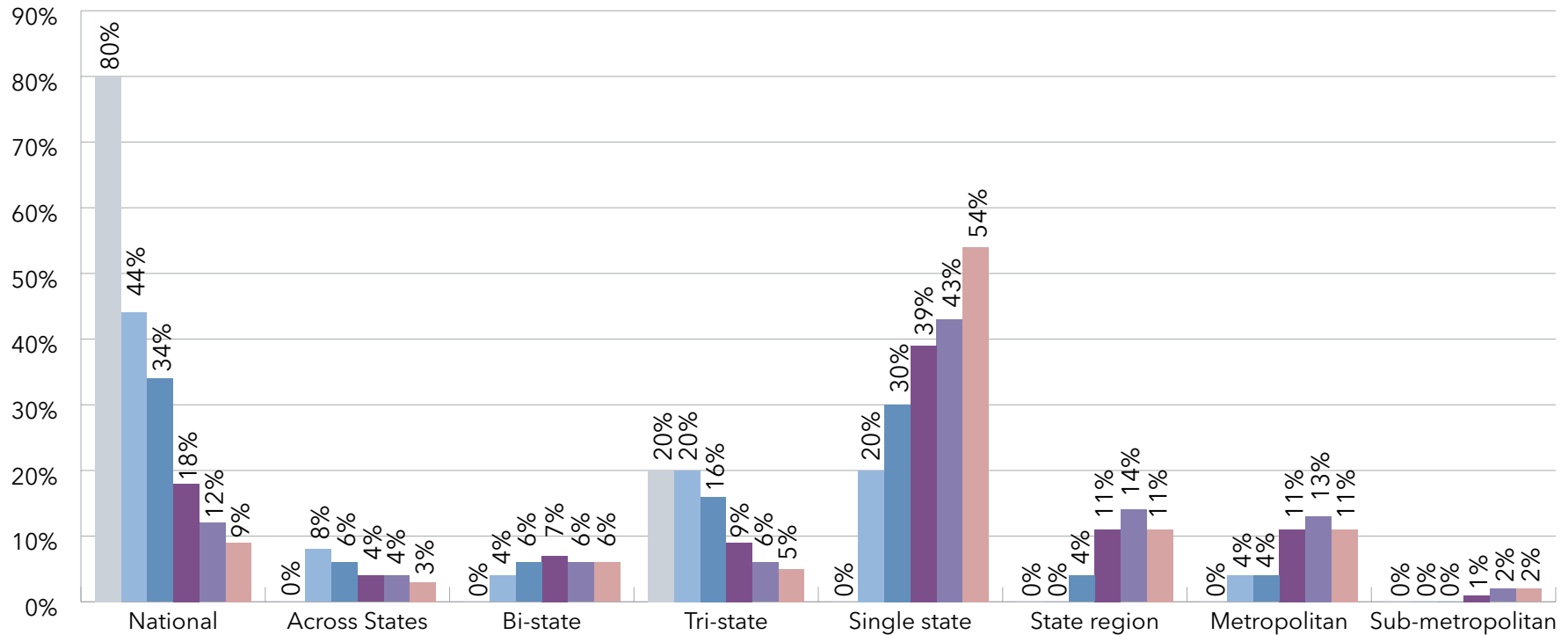
Primary Classifications

Chart 4-6a shows that a large majority (54%), of the LZ 200 organizations operate within a single state's boundaries (Single State, State Region, Metropolitan or Sub-metropolitan). Generally, a multi-site moves gradually from single-state, to bi-state, to tri-state, and then to a national multi-site. For example, Augustana Care Corporation operated in the Minneapolis area for most of its existence. In the 2000s, it added communities in other areas of Minnesota. In 2011, it expanded to Colorado; and in 2018 affiliated with Elim Care (MN) (who operates in Minnesota and North Dakota), to become **Cassia (LZ 200 #15)**. National multi-sites are 9.0% of the LZ 200 and tend to be among the largest of the LZ 200 organizations; however, as noted earlier, a smaller percentage of these national multi-sites have communities that are broadly spread across the country.



Organizational Characteristics: Geographic Classifications

Primary Classifications by Largest 10, 25, 50, 100, 150, & Total



KEY:

Largest 10

Largest 25

Largest 50

Largest 100

Largest 150

Largest 200

Analysis of the Data: Classifications

Secondary Classifications

A multi-site may have a secondary market, as well. For example, Tri-state multi-site. The secondary classification provides a snapshot of a system's geographic concentration of communities. Seventy (70) of the LZ 200 systems have such a market concentration. (Chart 4-6c).

Primary Classification	Secondary Classification	# Organizations
National	Across states	8
	Bi-state	1
	Single state	3
Across states	Single state	1
	Tri-State	1
	Metropolitan	2
Tri-state	Single state	3
	Metropolitan	3
Bi-state	Single state	2
	State region	3
	Metropolitan	3
	Sub-metropolitan	1
Single-state	State region	17
	Metropolitan	12
	Sub-metropolitan	1
State region	Metropolitan	5
	Sub-metropolitan	1
Metropolitan	Sub-metropolitan	2
Sub-metropolitan	State region	1
Total Organizations with Secondary Classifications		70

Organizational Characteristics: Corporate Name Changes in 2025

An ongoing trend among senior living organizations throughout the country, is that of changing the name of the organization to better reflect the services provided. Section 4-7 lists the 2025 name changes.

2026 Rank	Current System Name	Logo	Previous System Name
38	Homewood Living Ministries		Homewood Retirement Center
44	Eventide		Eventide-Tabitha
69	Trillium Living		Holland Home

Organizational Characteristics: Debt Ratings

Rated Debt as of 12/31/2025

Ratings

There are currently two rating agencies that rate senior living debt: Fitch Ratings and Standard & Poor's, and Moody's, two of which, Standard & Poor's and Fitch Ratings, are currently active. A listing of multi-site organizations with debt rated by Fitch Ratings or Standard & Poor's is shown in Chart 4-8a. A multi-site with an "NR" shown as an agency's rating means that the multi-site did not have its debt rated by that agency as of 12/31/25. Sixty-seven (67) of the LZ 200, including two of the Over 200, organizations have outstanding debt rated by Fitch Ratings and/or Standard & Poor's. Chart 4-8b presents the categories of each of the ratings, showing that the majority, 50%, of the ratings for LZ 200 organizations fall in the "BBB" category (that is, with ratings of "BBB+," "BBB" or "BBB-").

2026 Rank	System Name	State	Rated	
			Fitch	S&P
53	Immanuel	NE	AA	UNR
20	Concordia Lutheran Ministries	PA	UNR	AA-
72	Mather	IL	UNR	AA-
1	National Senior Communities	VA	A+	UNR
101	Moorings Park	FL	A	A+
6	HumanGood	CA	A	UNR
13	Front Porch Communities and Services	CA	A	A-
14	Otterbein SeniorLife	OH	UNR	A
24	Masonic Villages of the Grand Lodge	PA	UNR	A
29	Willow Valley Communities	PA	A	UNR
4	Acts Retirement-Life Communities_M	PA	A-	UNR
7	Covenant Retirement Communities	IL	A-	UNR
12	Westminster Retirement Communities of Florida	FL	A-	UNR
36	Masonicare	CT	A-	UNR
57	Givens Estates	NC	A-	UNR
62	Sun Health	AZ	A-	UNR
61	Presbyterian Living	IL	A-	UNR
97	The RiverWoods Group	NH	A-	UNR

Organizational Characteristics: Debt Ratings (Continued)

Rated Debt as of 12/31/2025

2026 Rank	System Name	State	Rated	
			Fitch	S&P
123	Emerald Communities	WA	A-	UNR
174	Episcopal Communities & Services for Seniors	CA	A-	BBB
17	Presbyterian Senior Living	PA	BBB+	UNR
23	Springpoint Senior Living	NJ	BBB+	UNR
27	The Carmelite System	NY	BBB+	UNR
38	Homewood Living Ministries fka Homewood Retirement Center	MD	BBB+	UNR
40	Buckner Retirement Services, Inc	TX	BBB+	UNR
41	Brightspire (Kintura)	NC	BBB+	UNR
83	Goodwin Living	VA	BBB+	UNR
102	Christian Living Communities	CO	BBB+	UNR
129	Sunnyside Presbyterian Home	VA	BBB+	UNR
133	Luthercare	PA	BBB+	UNR
140	Community First Solutions	OH	BBB+	UNR
178	The Loomis Communities Inc.	MA	UNR	BBB+
6	HumanGood	PA	BBB	UNR
10	Lifespace Communities, Inc.	IA	BBB	UNR
11	EverTrue fka Lutheran Senior Services	MO	BBB	UNR
19	BHI Senior Living, Inc.	IN	BBB	UNR
21	Asbury Communities, Inc.	MD	BBB	UNR
45	Franciscan Communities, Inc.	IL	BBB	UNR
43	Lutheran Services Carolinas	NC	BBB	UNR
58	Lifespire of Virginia	VA	BBB	UNR
82	Eskaton	CA	BBB	UNR
89	The United Methodist Retirement Homes, Inc.	NC	BBB	UNR
56	Bethesda Health Group	MO	BBB	UNR
65	EveryAge	NC	BBB-	UNR

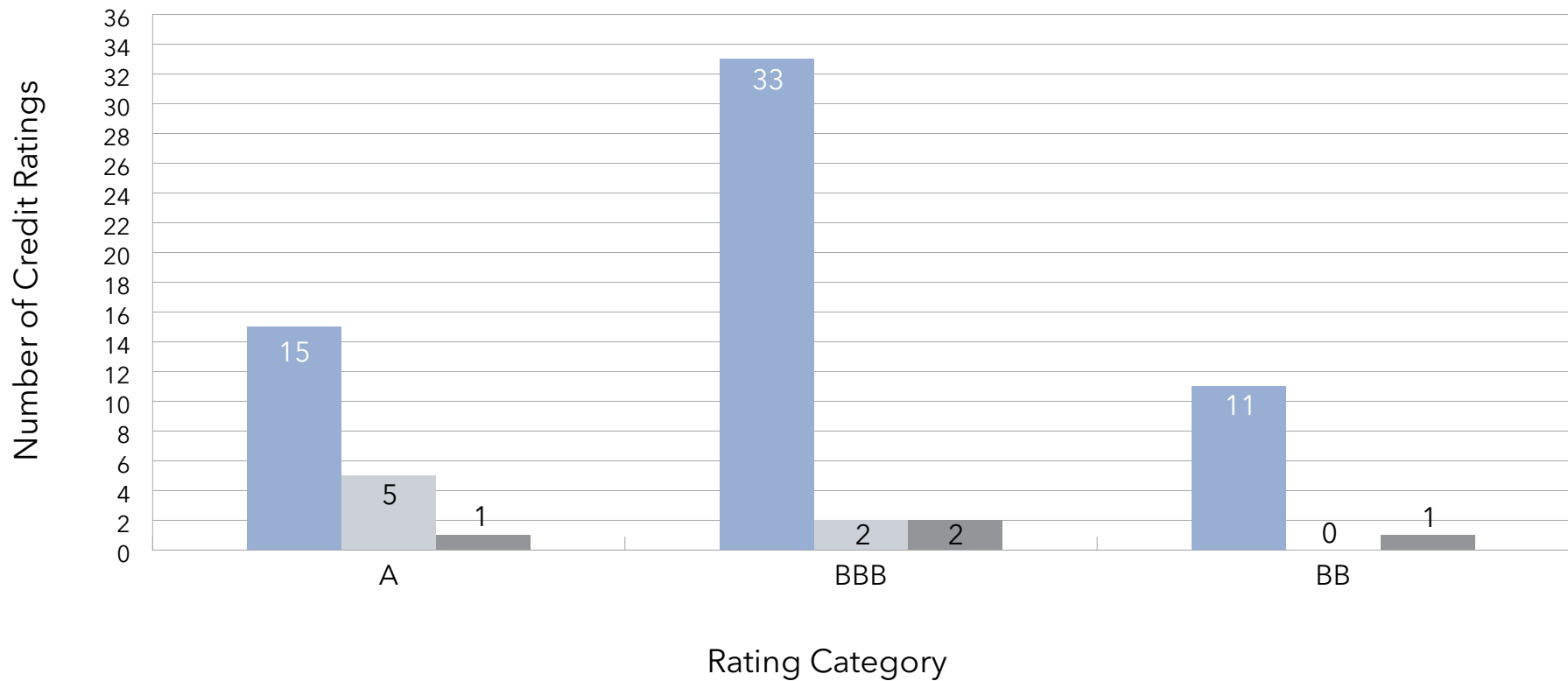
Organizational Characteristics: Debt Ratings (Continued)

Rated Debt as of 12/31/2025

2026 Rank	System Name	State	Rated	
			Fitch	S&P
31	Ohio Living Communities	OH	BBB-	UNR
40	Greencroft Communities	IN	BBB-	UNR
50	Life Enriching Communities	OH	BBB-	UNR
71	Trillium Living fka Holland Home	MI	BBB-	UNR
80	Garden Spot Communities	PA	BBB-	UNR
94	Brio Living Services	MI	BBB-	UNR
106	Landis Communities	PA	BBB-	UNR
118	Friends Homes, Inc.	NC	BBB-	UNR
145	Messiah Lifeways	PA	BBB-	UNR
154	Bishop Gadsden Episcopal Retirement Community	SC	BBB-	UNR
175	Judson Services	OH	BBB-	UNR
200+	Three Pillars Senior Living Community	WI	BBB-	UNR
77	Friendship Village of St. Louis	MO	BB+	UNR
108	Blue Skies of Texas	TX	BB+	UNR
115	Cedar Community	WI	BB+	UNR
122	Westminster-Canterbury on Chesapeake Bay	VA	BB+	UNR
134	Brazos Presbyterian Homes	TX	BB+	UNR
152	Eliza Jennings Senior Care Network	OH	BB+	UNR
18	Transforming Age	WA	BB	UNR
70	Wesley Enhanced Living	PA	BB	UNR
130	Morningstar Living (Unitas Communities)	PA	BB	UNR
151	Morningside Ministries	TX	BB	UNR
200+	Wesley Woods	GA	BB	UNR
59	Presbyterian Villages of Michigan	MI	BB-	UNR

Organizational Characteristics: Debt Ratings

Ratings by Category



58 ratings in "A" & "BBB" Category
12 in "BB" Category
70 total ratings of debt for 67 organizations
(Includes Fitch IDR and S&P ICR Ratings)

KEY: ■ Fitch ■ S&P ■ IDR/ICR

Analysis of the Data: Revenue

Annual Revenue by Organization

Revenues

Several years ago, the LZ 200 publication began capturing the type of revenue generated by each respective organization. As an additional means of evaluating the size of each organization, in addition to the total number of units and communities, overall revenue was also surveyed. Most of the organizations provided this information. To avoid detailing each organization's total revenue for fiscal year 2025, organizations were grouped into tiers based on their overall revenue. The largest LZ 200 organizations have revenues beyond \$200 million (31 organizations). The largest number of LZ 200 organizations fall within the Tier III category, which reflects annual revenue between \$50 million and \$99 million. Section 4-9 details the revenue statistics. It should be noted that revenue figures included in the report are taken directly from survey responses and are not independently verified.

	Number of LZ 200 Organizations	% of Total LZ 200
Tier I: > \$200 million	31	21%
Tier II: \$100-\$199 million	44	29%
Tier III: \$50-\$99 million	47	31%
Tier IV: \$25-\$49 million	27	18%
Tier V: < \$25 million	2	1%
n = 151		

Analysis of the Data: Revenue

Annual Revenue by Organization

2026 Rank	System	State	Annual Revenue Tier
1	National Senior Communities	DC	Tier I
3	Presbyterian Homes & Services	MN	Tier I
4	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	Tier I
6	HumanGood	CA	Tier I
7	Covenant Living Communities and Services	IL	Tier I
9	Benedictine	MN	Tier I
10	Lifespace Communities, Inc.	TX	Tier I
11	EverTrue	MO	Tier I
12	Westminster Retirement Communities of Florida	FL	Tier I
14	Otterbein SeniorLife	OH	Tier I
15	Cassia	MN	Tier I
16	Pacific Retirement Services	OR	Tier I
17	Presbyterian Senior Living	PA	Tier I
18	Transforming Age	WA	Tier I
19	BHI Senior Living, Inc.	IN	Tier I
20	Concordia Lutheran Ministries	PA	Tier I
21	Asbury Communities, Inc.	MD	Tier I
23	Springpoint Senior Living, Inc.	NJ	Tier I
25	The Kendal Corporation	DE	Tier I
30	National Church Residences	OH	Tier I
31	Ohio Living	OH	Tier I
36	Masonicare	CT	Tier I
37	ArchCare	NY	Tier I
47	Covenant Health	MA	Tier I
48	Vivie	MN	Tier I
55	Hebrew SeniorLife	MA	Tier I

Tier I: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million; Tier IV: \$25-\$49 Million; Tier V: < \$25 Million

Revenue figures not independently verified and only reported for those who provided the information.

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2026 Rank	System	State	Annual Revenue Tier
59	Presbyterian Villages of Michigan	MI	Tier I
67	Legacy Lifecare, Inc.	MA	Tier I
71	Trillium Living (Holland Home)	MI	Tier I
78	Wesley	WA	Tier I
94	Brio Living Services	MI	Tier I
26	CHI Living Communities	OH	Tier II
29	Willow Valley Communities	PA	Tier II
35	Bethesda Senior Living Communities	CO	Tier II
38	Homewood Living Ministries fka Homewood Retirement Centers	MD	Tier II
40	Buckner Retirement Services	TX	Tier II
41	Kintura	NC	Tier II
42	WesleyLife	IA	Tier II
43	Lutheran Services Carolinas	NC	Tier II
44	Eventide fka Eventide-Tabitha	MN	Tier II
50	Life Enriching Communities	OH	Tier II
51	Methodist Retirement Communities	TX	Tier II
54	United Church Homes	OH	Tier II
56	Bethesda Health Group, Inc	MO	Tier II
57	Givens Communities	NC	Tier II
58	LifeSpire of Virginia	VA	Tier II
60	FellowshipLIFE	NJ	Tier II
61	Presbyterian Living	IL	Tier II
62	Sun Health	AZ	Tier II
63	Presbyterian SeniorCare Network	PA	Tier II
69	St. Francis Health Services of Morris, Inc.	MN	Tier II
72	Mather	IL	Tier II

Tier 1: > \$200 Million; Tier II: \$100 - \$199 Million

Revenue figures not independently verified and only reported for those who provided the information.

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2026 Rank	System	State	Annual Revenue Tier
73	American Baptist Homes of the Midwest	MN	Tier II
74	Phoebe Ministries	PA	Tier II
75	Liberty Lutheran Services	PA	Tier II
77	Friendship Villages of St. Louis	MO	Tier II
79	Lutheran Homes of South Carolina Inc.	SC	Tier II
82	Eskaton	CA	Tier II
83	Goodwin Living	VA	Tier II
85	Ingleside	MD	Tier II
86	Saint Therese	MN	Tier II
87	Pinnacle Living	VA	Tier II
89	The United Methodist Retirement Homes	NC	Tier II
90	Lutheran SeniorLife	PA	Tier II
93	Sequoia Living, Inc.	CA	Tier II
98	Alliance Health & Human Services	MA	Tier II
101	Moorings Park	FL	Tier II
103	Gurwin Healthcare System	NY	Tier II
107	Christian Healthcare Center	NJ	Tier II
111	United Methodist Communities	NJ	Tier II
116	Felician Services, Inc	IL	Tier II
125	St. Ann's Community	NY	Tier II
132	Ebenezer Society	MN	Tier II
154	Bishop Gadsden Episcopal Retirement Community	SC	Tier II
158	The New Jewish Home	NY	Tier II
32	Christian Care Companies	AZ	Tier III
46	Baptist Village Communities	OK	Tier III
52	Friendship Retirement Community	VA	Tier III

Tier I: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million

Revenue figures not independently verified and only reported for those who provided the information.

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2026 Rank	System	State	Annual Revenue Tier
64	Presbyterian Homes of Georgia	GA	Tier III
70	Wesley Enhanced Living	PA	Tier III
80	Garden Spot Communities	PA	Tier III
81	Community Wellness Partners	NY	Tier III
88	Mississippi Methodist Senior Services, Inc.	MS	Tier III
91	Tandem Living	PA	Tier III
92	Forefront Living	TX	Tier III
96	Providence Life Services	IL	Tier III
97	The RiverWoods Group	NH	Tier III
99	Lutheran Life Communities	IL	Tier III
100	Vista Prairie Communities	MN	Tier III
102	Christian Living Communities	CO	Tier III
104	National Lutheran Communities and Services	MD	Tier III
106	Landis Communities	PA	Tier III
108	Blue Skies of Texas	TX	Tier III
109	Menno-Haven, Inc.	PA	Tier III
110	Lutheran Social Ministries of Maryland	MD	Tier III
112	United Methodist Homes	NY	Tier III
114	Heritage Pointe Communities	IN	Tier III
115	Cedar Community	WI	Tier III
117	Living Branches	PA	Tier III
119	Methodist Homes of Alabama & Northwest Florida	AL	Tier III
122	Westminster-Canterbury on Chesapeake Bay	VA	Tier III
123	Emerald Communities	W	Tier III
127	Friendly Senior Living	NY	Tier III
128	Bluestem Communities	KS	Tier III

Tier I: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million

Revenue figures not independently verified and only reported for those who provided the information.

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2026 Rank	System	State	Annual Revenue Tier
129	Sunnyside Communities	VA	Tier III
131	Episcopal SeniorLife Communities	NY	Tier III
134	Brazos Presbyterian Homes Holding Inc.	TX	Tier III
135	Ohio Masonic Communities	OH	Tier III
138	Masonic Homes of Kentucky, Inc	KY	Tier III
139	Christian Care Communities	KY	Tier III
140	Community First Solutions	OH	Tier III
145	Messiah Lifeways	PA	Tier III
147	Rockwood Retirement Communities	WA	Tier III
149	Smith Senior Living	IL	Tier III
152	Eliza Jennings Senior Care Network	OH	Tier III
161	Lyngblomsten	MN	Tier III
169	Sholom Community Alliance	MN	Tier III
170	Episcopal Retirement Services	OH	Tier III
174	Episcopal Communities & Services	CA	Tier III
189	HutsonWood, Inc.	TN	Tier III
190	A.G. Rhodes	GA	Tier III
193	Parker Health Group	NJ	Tier III
113	Wesley Willows	IL	Tier IV
118	Friends Homes Inc	NC	Tier IV
133	Luthercare	PA	Tier IV
136	Bethany Lutheran Homes, Inc.	WI	Tier IV
137	Simpson Senior Services	PA	Tier IV
141	Sunset Manor, Inc.	MI	Tier IV
144	Lutheran Life Villages	IN	Tier IV
150	Guardian Angels	MN	Tier IV

Tier I: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million; Tier IV: \$25-\$49 Million

Revenue figures not independently verified and only reported for those who provided the information.

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2026 Rank	System	State	Annual Revenue Tier
151	Morningside Ministries	TX	Tier IV
153	Shepherd of the Valley Lutheran Retirement Services	OH	Tier IV
155	Cardinal Ritter Senior Services	MO	Tier IV
156	ThriveMore	NC	Tier IV
157	Brethren Retirement Community	OH	Tier IV
163	Convivial Life Inc.	FL	Tier IV
164	Pleasant View Communities	PA	Tier IV
167	Redstone Presbyterian SeniorCare	PA	Tier IV
168	Christian Village Communities	OH	Tier IV
173	Medford Leas	NJ	Tier IV
176	St. John's United	MT	Tier IV
177	The Village of St. Edward	OH	Tier IV
178	The Loomis Communities	MA	Tier IV
183	Resthaven	MI	Tier IV
188	Genacross Lutheran Services	OH	Tier IV
191	Oaknoll	IA	Tier IV
195	Lutheran Home & Harwood Place	WI	Tier IV
197	Wesbury United Methodist Community	PA	Tier IV
200	Trinity Senior Services	WI	Tier IV
192	Beechwood Continuing Care	NY	Tier V
196	Skaalen Retirement Services	WI	Tier V

Tier 1: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million; Tier IV: \$25-\$49 Million; Tier V: < \$25 Million

Revenue figures not independently verified and only reported for those who provided the information.

Analysis of the Data: Corporate Structure

Most Common Corporate Positions Created in 2025

Corporate Staff

Yet another area of the 2026 LZ 200 is an analysis of the corporate level staffing of select operating areas for the LZ 200 organizations (Charts 4-10a-c).

Corporate-level positions, as well as reporting executive changes in corporate staffing and corporate tenure are reported in this section.

Positions Added	Number of LZ 200 Adding the Position
Director of Talent/Recruiting/Human Resources	14
Chief Information/Technology Officer	13
Chief Operations Officer	9
Chief Administrative Officer	8
Director of Community Support/Purposeful Living	7
Chief Clinical Services	6
Chief Financial Officer/Accountant	6
Director of Capital Projects/Development	6
Chief of Resident Services/Healthcare	5
Director of Healthcare Marketing & Sales	4
Director of Strategic Initiatives	3
Legal Counsel	3
Director of Dining Services/Culinary Director	2

Note: Not all job titles were reported as the same; positions were grouped according to responsibility and most commonly used titles.

Analysis of the Data: Corporate Structure

2026 LZ 200 Corporate Staffing Changes

2026 Rank	System Name	State	Current (YE 2025)	Previous
CEO				
1	National Senior Communities	DC	Scott Sawicki	Zina Jacque
15	Cassia	MN	Matthew Kern	Bob Dahl
16	Pacific Retirement Services	OR	Sloan Bentley	Vacant
29	Willow Valley Communities	PA	Lisa Hawthorne	John Swanson
41	Kintura	NC	Tim Webster	Stephen Fleming
55	Hebrew SeniorLife	MA	Adam Scott	Louis Woolf
75	Liberty Lutheran Services	PA	John Barnum	Luanne Fisher
99	Lutheran Life Communities	IL	Abdul Shakoor	Sloan Bentley
107	Christian Healthcare Center	NJ	Steve Dumke	Doug Struyk
123	Emerald Communities	WA	Ron Schaefer	Al Chambard
CFO				
3	Presbyterian Homes & Services	MN	Heidi Peterson	Mark Meyer
41	Kintura	NC	K. Alan Tutterow	Julia Hanover
47	Covenant Health	MA	Eric Jolly	Stephen Forney
54	United Church Homes	OH	Jodi Naderhoff	John Renner
58	LifeSpire of Virginia	VA	Robin Ransom	Erik Mauritsen
72	Mather	IL	Yousuf Hussain	Mary Schoeggli
75	Liberty Lutheran Services	PA	Greg Bobka	John M.Barnum
77	Friendship Villages of St. Louis	MO	Christy Hood	Kathy Francescon
81	Community Wellness Partners	NY	Chris Burns	Anne Connor
88	Mississippi Methodist Senior Services, Inc.	MS	Vacant	Jim Zuelzke
93	Sequoia Living, Inc.	CA	Marc Shores	Charlie Shoemake
96	Providence Life Services	IL	Larry Otte	Barry VanderGenugten
113	Wesley Willows	IL	Alexandria Lueth	Brett Nelson
114	Heritage Pointe Communities	IN	Brandon Yoder	Tyler Rice
123	Emerald Communities	WA	Denisa Feddersen	Diana Jamison

Analysis of the Data: Corporate Structure (Continued)

2026 LZ 200 Corporate Staffing Changes

2026 Rank	System Name	State	Current (YE 2025)	Previous
CFO (contd.)				
151	Morningside Ministries	TX	Travis Wommack	Vacant
176	St. John's United	MT	Whitney Griffin	Jerry Pearsall
COO				
3	Presbyterian Homes & Services	MN	Mark Pederson	Vacant
11	EverTrue	MO	Russ Mast	Ron Schaefer
15	Cassia	MN	Paul Libbon	Matthew Kern
23	Springpoint Senior Living, Inc.	NJ	Vacant	David Woodward
29	Willow Valley Communities	PA	Scott R. Summy	Craig Thompson
31	Ohio Living	OH	Leslie Belfance	Vacant
32	Christian Care Companies	AZ	Jami Van Gysel	New Position
47	Covenant Health	MA	Kim K. Baker	New Position
61	Presbyterian Living	IL	Peter Van Kalkerren	Shannon Gutierrez
93	Sequoia Living, Inc.	CA	Paul Friesen	Marc Shores
96	Providence Life Services	IL	Megan Tengerstrom	Vacant
CIO/CTO				
30	Willow Valley Communities	PA	Marsha A. Kauffman	William Patch
56	Hebrew SeniorLife	MA	Mark Johnson	Eric Rogers
96	Providence Life Services	IL	Vacant	Carl Goodfriend
CSO (New Position Added to the LZ 100 in 2026)				
48	Vivie	MN	Samantha Beckman	Brittney Thoreson
58	LifeSpire of Virginia	VA	Robin Ransom	Lisa Legeer

Analysis of the Data: Corporate Structure

2026 LZ 200 Corporate Tenure

Position	Average Tenure (years)	n*
CEO	17.00	158
CFO	10.00	144
COO	13.00	104
CIO	10.00	78
CSO	10.00	15

* n represents the number of systems that reported information on that position and the position was filled.
CSO is a new position added in 2026

Organizational Characteristics: Accreditation

Accredited Communities

Accreditation

For senior living organizations, accreditation may be sought through several accrediting bodies (Charts 4-11a-b). The listing of LZ 200 with organizations that have obtained CARF (Commission on Accreditation of Rehabilitation Facilities), JCAHO (Joint Commission on the Accreditation of Healthcare Organizations), or EAGLE (Educational Assessment Guidelines Leading toward Excellence) accreditation is shown in Chart 4-11a-b. A total of 90 communities within the LZ 200 are accredited through CARF; 30 have sought accreditation through JCAHO, and an additional 46 are accredited through EAGLE.



Organizational Characteristics: Accreditation

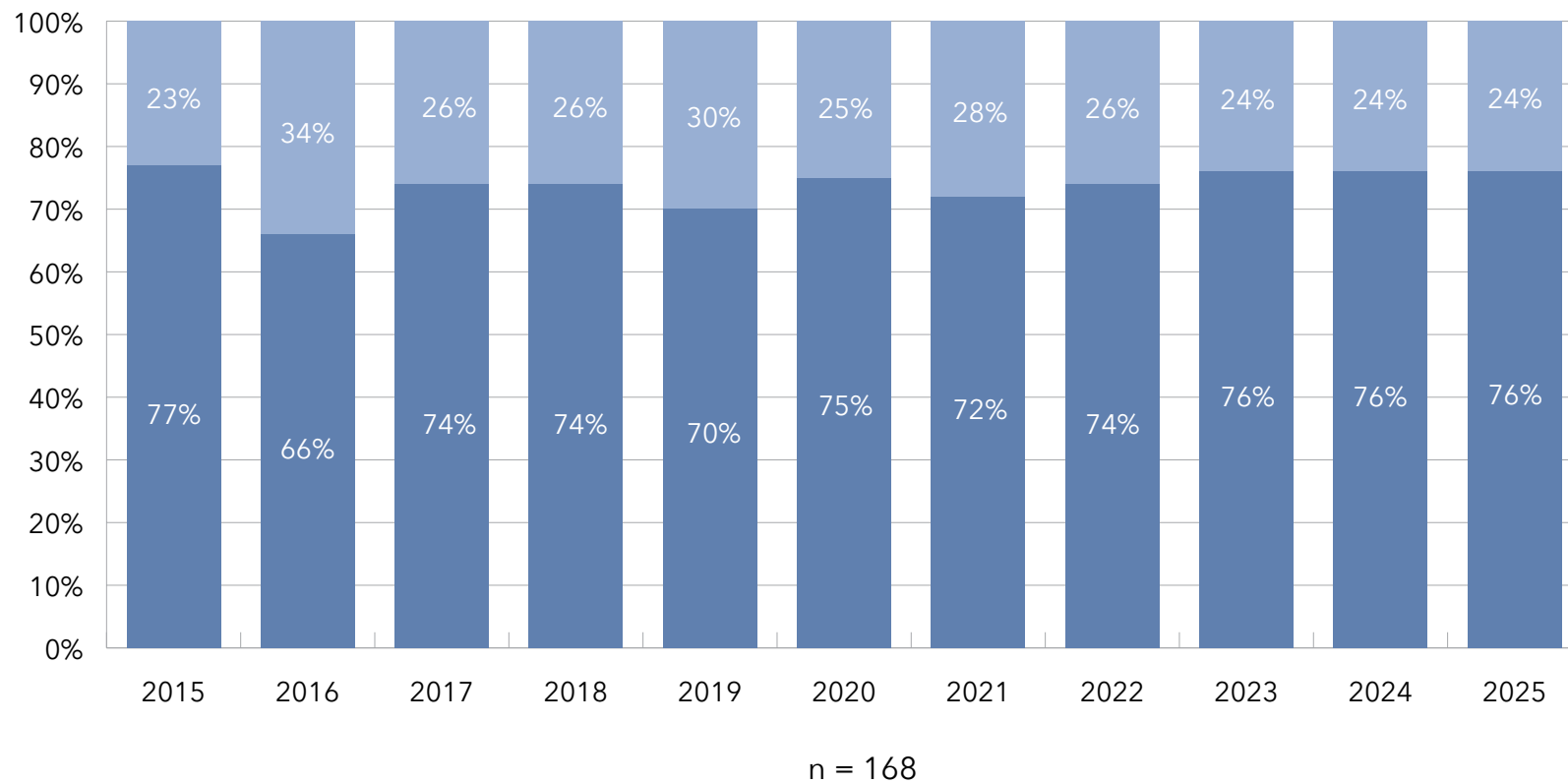
Accredited Communities

2026 Rank	System Name	State	Accreditation		
			CARF	JCAHO	EAGLE
20	Concordia Lutheran Ministries	PA	20	0	0
17	Presbyterian Senior Living	PA	17	0	0
30	National Church Residences	OH	11	0	0
25	The Kendal Corporation	DE	5	0	0
72	Mather	IL	4	0	0
87	Pinnacle Living	VA	4	0	0
57	Givens Communities	NC	3	0	0
85	Ingleside	MD	3	0	0
178	The Loomis Communities	MA	3	0	0
108	Blue Skies of Texas	TX	2	1	0
199	Canterbury Woods	NY	2	0	0
55	Hebrew SeniorLife	MA	2	0	0
147	Rockwood Retirement Communities	WA	2	0	0
173	Medford Leas	NJ	2	0	0
47	Covenant Health	MA	1	1	0
154	Bishop Gadsden Episcopal Retirement Community	SC	1	0	0
121	La Posada Communities	AZ	1	0	0
106	Landis Communities	PA	1	0	0
36	Masonicare	CT	1	0	0
101	Moorings Park	FL	1	0	0

2026 Rank	System Name	State	Accreditation		
			CARF	JCAHO	EAGLE
151	Morningside Ministries	TX	1	0	0
63	Presbyterian SeniorCare Network	PA	1	0	0
97	The RiverWoods Group	NH	1	0	0
122	Westminster-Canterbury on Chesapeake Bay	VA	1	0	0
180	Ararat Home of Los Angeles	CA	1	0	0
98	Alliance Health & Human Services	MA	0	7	0
67	Legacy Lifecare, Inc.	MA	0	7	0
190	A.G. Rhodes	GA	0	3	0
146	Ascentria Care Alliance	MA	0	3	0
37	ArchCare	NY	0	2	0
155	Cardinal Ritter Senior Services	MO	0	2	0
96	Providence Life Services	IL	0	2	0
158	The New Jewish Home	NY	0	1	0
177	The Village of St. Edward	OH	0	1	0
14	Otterbein SeniorLife	OH	0	0	22
94	Brio Living Services	MI	0	0	13
21	Asbury Communities, Inc.	MD	0	0	6
111	United Methodist Communities	NJ	0	0	4
197	Wesbury United Methodist Community	PA	0	0	1

Organizational Characteristics: Accreditation

At Least One Accredited Community

**KEY:**

Not Accredited Accredited

90 Accredited Communities through CARF

30 Accreditations through JCAHO

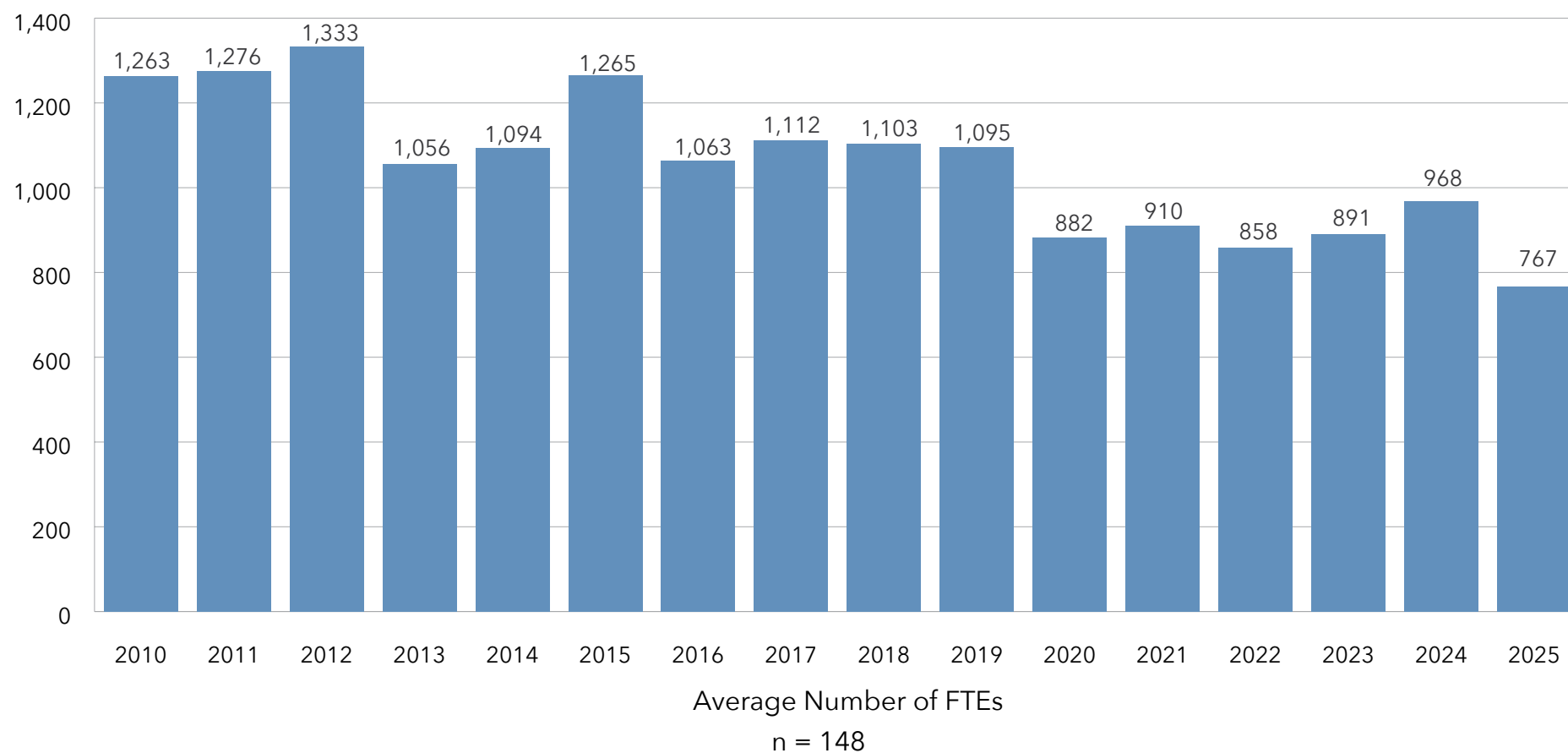
46 Accreditations through EAGLE

Note: Data is self-report from providers and is not independently verified

Organizational Characteristics: Staffing

Average Number of Employees, 2010-2025

2025 Average FTE/Resident: 0.57



2010-2012 reflect changes to the largest 100.
2013-2016 reflect changes to the largest 150.
2017-2023 reflect changes to the largest 200.

Analysis of the Data: Staffing

Summary of Employees, 2010-2025

Staffing

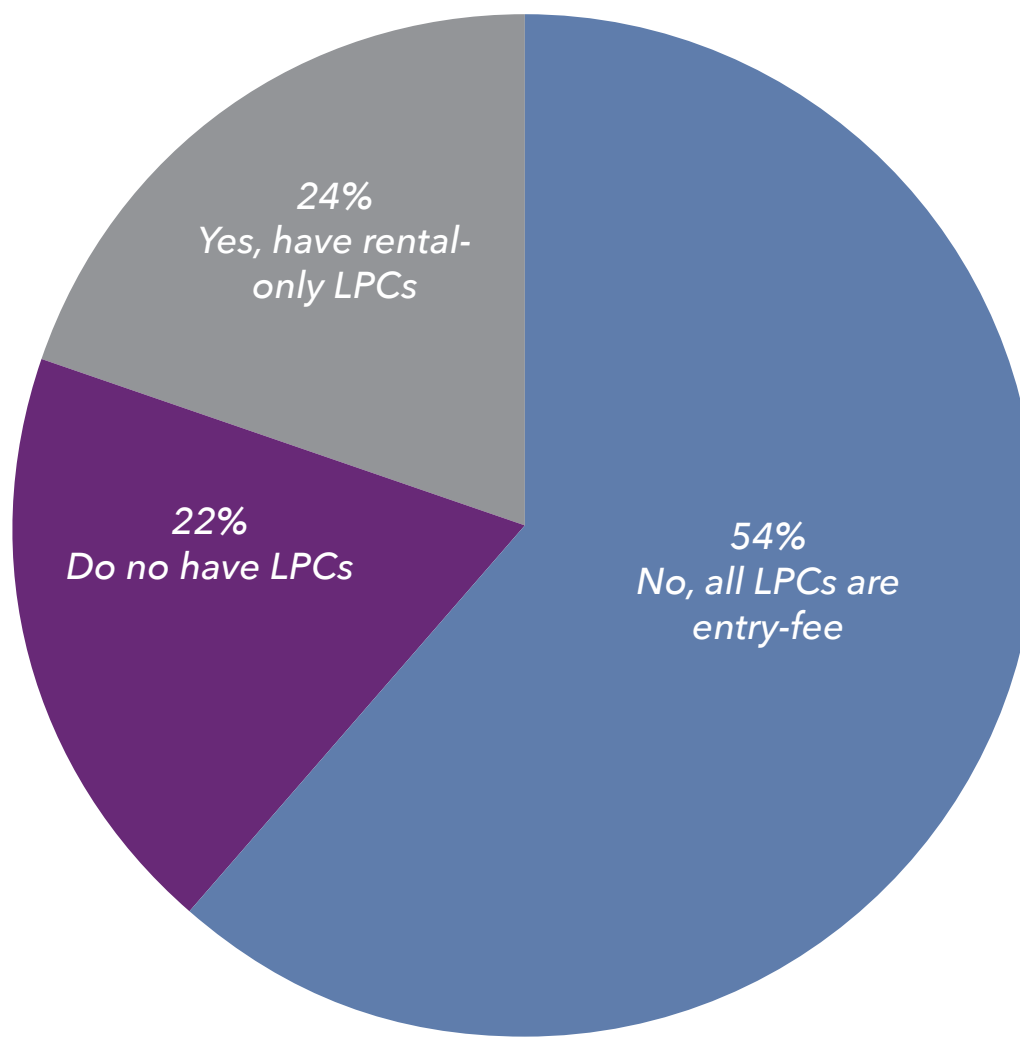
The LZ 200 analyses include an examination of the number of full-time equivalents (FTEs) each organization employs. An average of 767 FTEs were employed per organization throughout 2025. Note that the number of FTEs have decreased since the 2018 publication with the expansion to the largest 200 organizations as the size of the organizations get smaller the further above the 150 ranking.

Analysis for 2026 LZ 200 by Year		
Year	Average Number of FTEs	Average FTE/Resident
2010 avg FTE/resident (n=97)	1,263	0.57
2011 avg FTE/resident (n=96)	1,276	0.56
2012 avg FTE/resident (n=90)	1,333	0.56
2013* avg FTE/resident (n=124)	1,056	0.68
2014* avg FTE/resident (n=123)	1,093	0.58
2015* avg FTE/resident (n=123)	1,265	0.61
2016* avg FTE/resident (n=129)	1,063	0.62
2017** avg FTE/resident (n=162)	1,112	0.67
2018** avg FTE/resident (n=161)	1,103	0.63
2019** avg FTE/resident (n=160)	1,095	0.60
2020** avg FTE/resident (n=144)	882	0.54
2021** avg FTE/resident (n=130)	910	0.53
2022** avg FTE/resident (n=142)	858	0.53
2023** avg FTE/resident (n=141)	891	0.52
2024** avg FTE/resident (n=140)	968	0.55
2025** avg FTE/resident (n=148)	767	0.57

*Reflects change to LZ 150 with the 2014 report **Reflects change to LZ 200 with the 2018 report

Organizational Characteristics: Rental LPCs

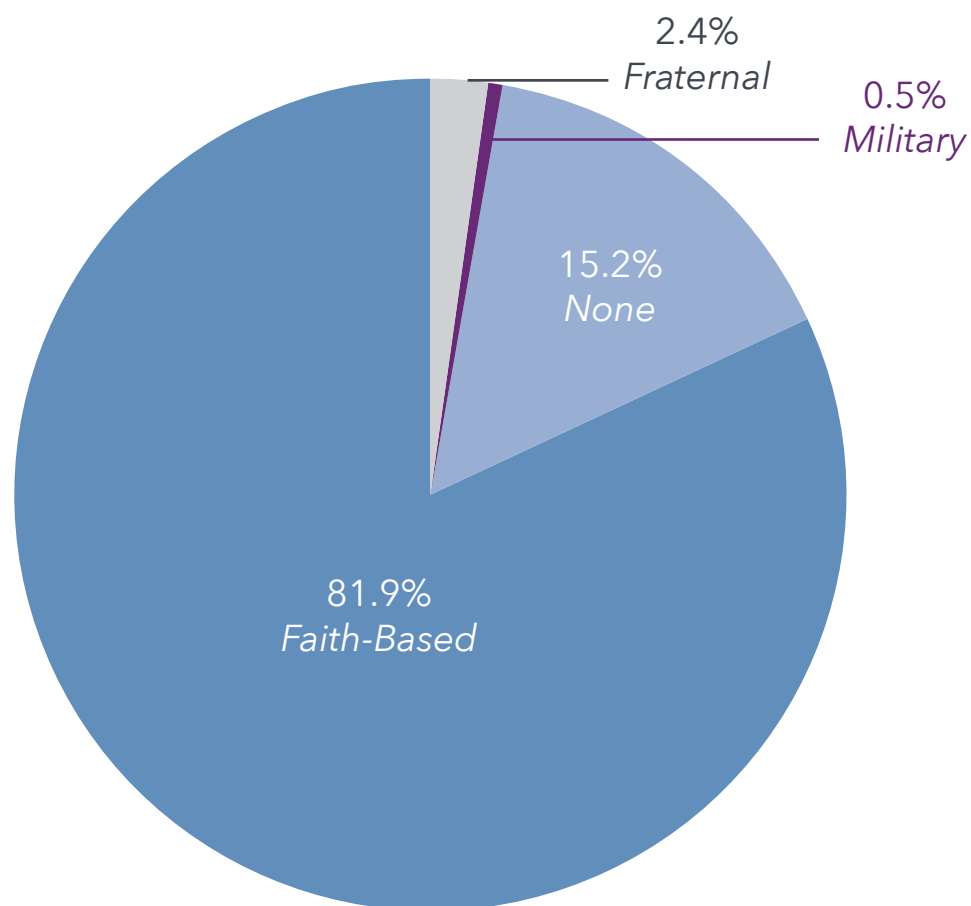
Organizations That Have Fully Rental LPCs



n = 173

Analysis of the Data: Affiliations

Affiliation by Total Number of Systems

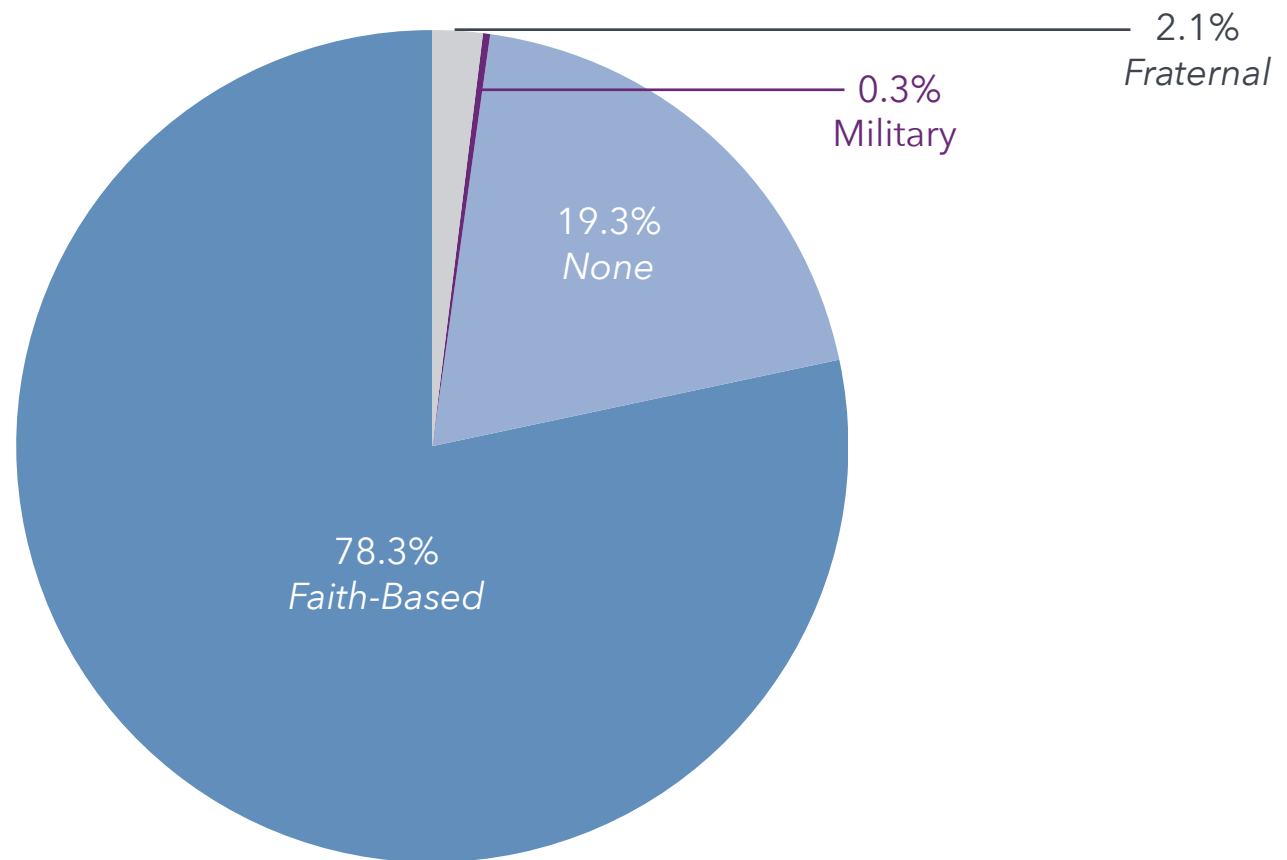


Affiliation

More than 80% of the LZ 200 organizations have an affiliation with a religious organization, predominantly Lutheran, Methodist, Presbyterian, and Catholic, or a fraternal or military group (Chart 4-14a). Lutheran organizations represent the largest number, with nearly 47,000 units. Presbyterian affiliation follows with more than 45,000 units.

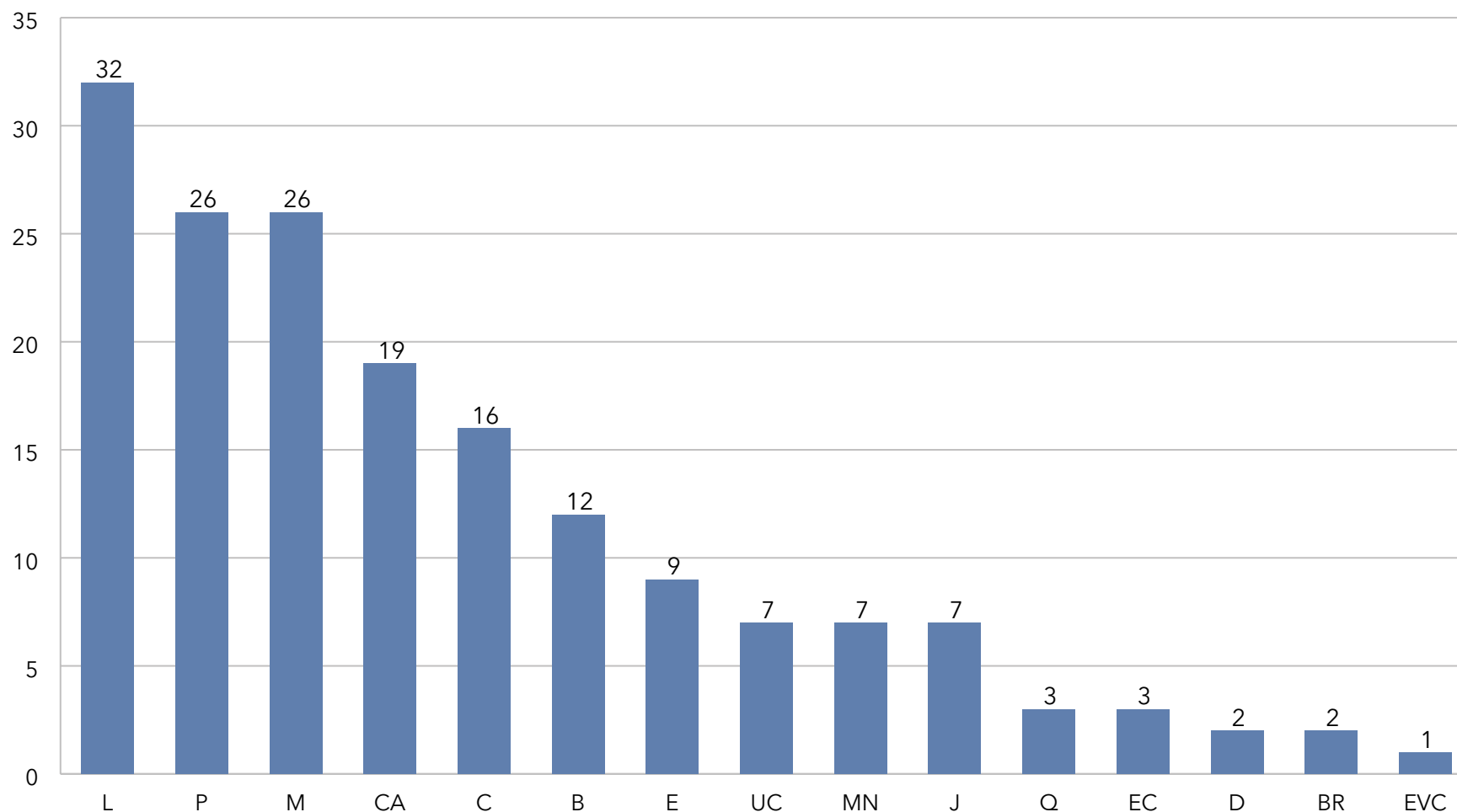
Analysis of the Data: Affiliations

Affiliation by Total Number of Units



Analysis of the Data: Affiliations

Faith-Based Affiliations, by Total Number of Systems



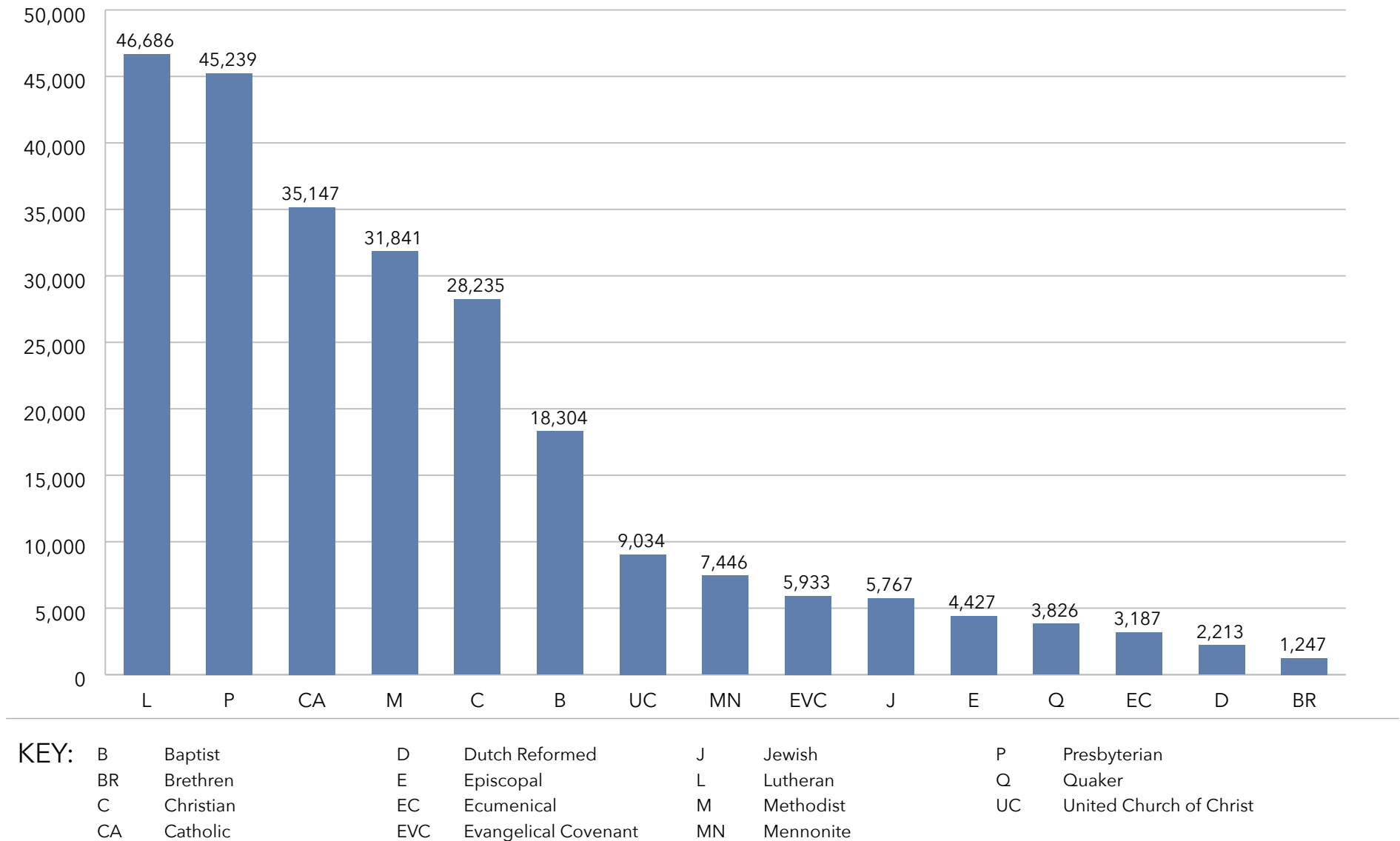
KEY:

B	Baptist	D	Dutch Reformed	J	Jewish	P	Presbyterian
BR	Brethren	E	Episcopal	L	Lutheran	Q	Quaker
C	Christian	EC	Ecumenical	M	Methodist	UC	United Church of Christ
CA	Catholic	EVC	Evangelical Covenant	MN	Mennonite		

Note: Due to a number of interfaith mergers and affiliations, some organizations fall into more than one category.

Analysis of the Data: Affiliations

Faith-Based Affiliations, by Total Units

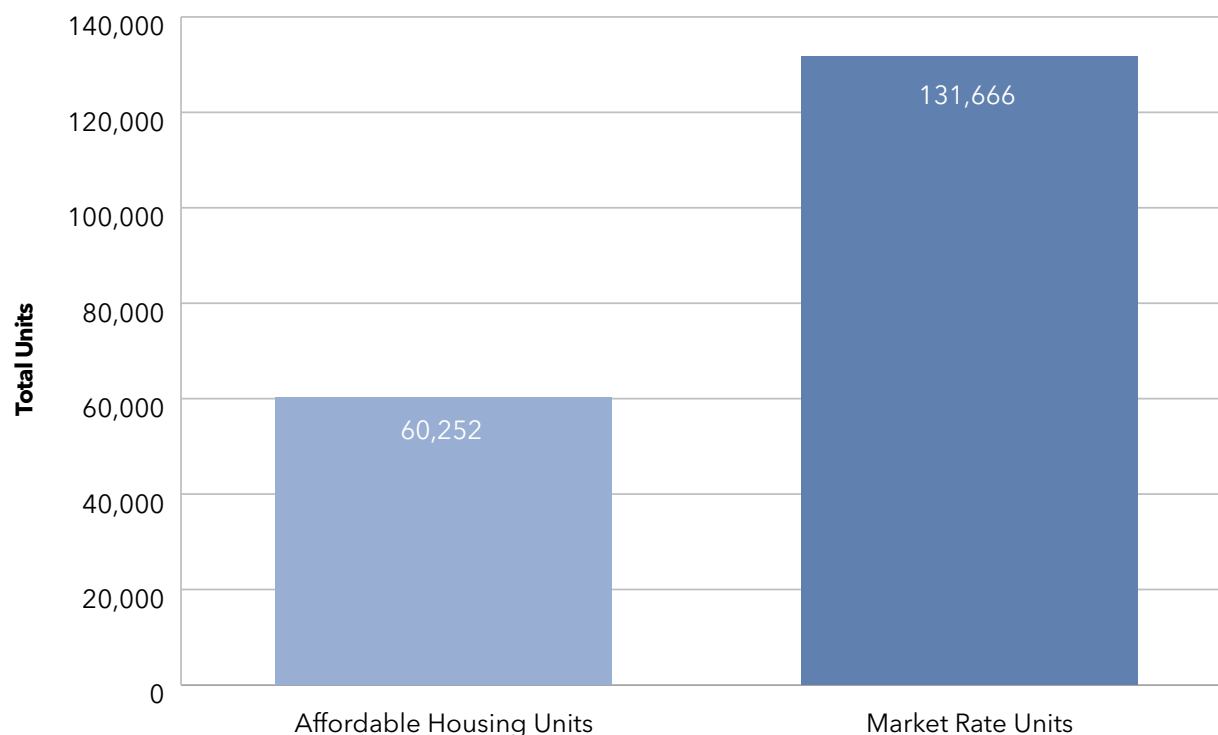


Organizational Characteristics: Affordable Housing

Comparison of Market-Rate Units Vs. Affordable Units of Housing Providers

Affordable Housing

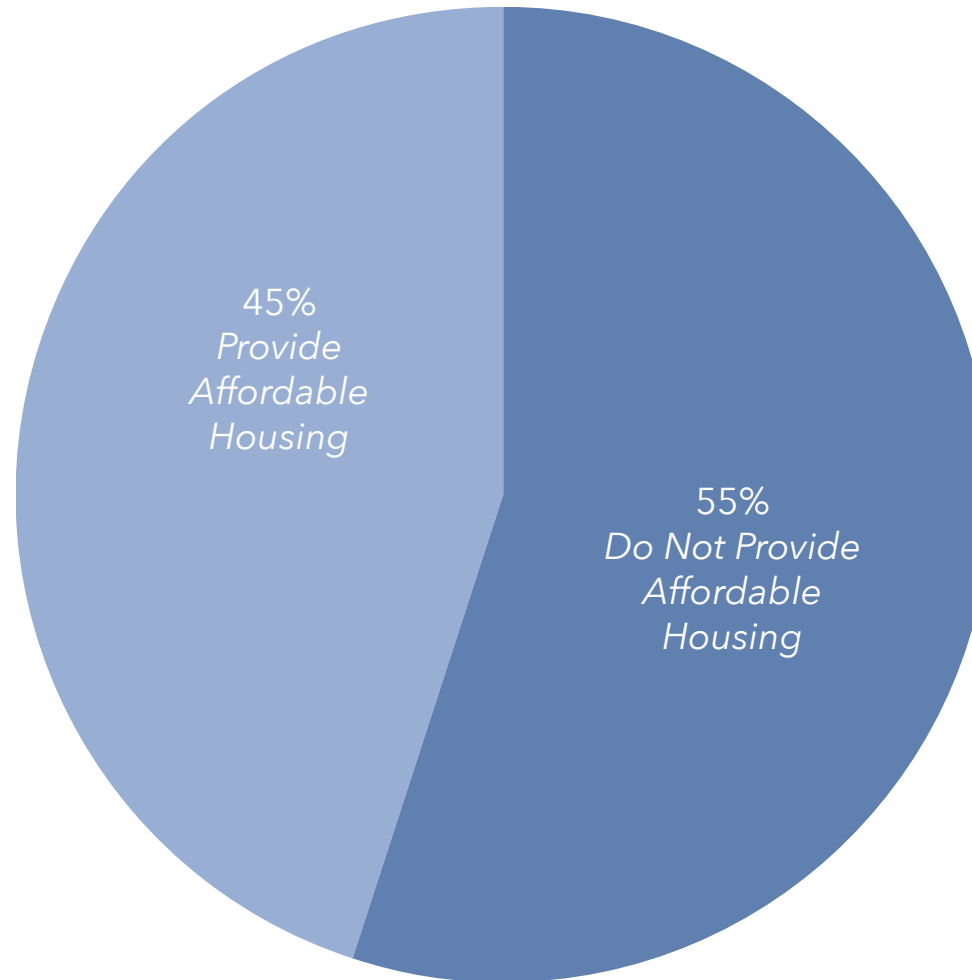
The ranking of the LZ 200 organizations by the number of affordable (non-market-rate & market rate) units is included with this research to show that several the LZ 200 have a strong commitment to the provision of this type of senior living. This ranking may allow senior management and others the opportunity to compare their organizations with other organizations that are providing services to a full spectrum of income levels. Section 4-15 detail these listings further. The data reveal that among the LZ 200, forty-five percent (45%) have affordable housing units.



n = 161

Organizational Characteristics: Affordable Housing

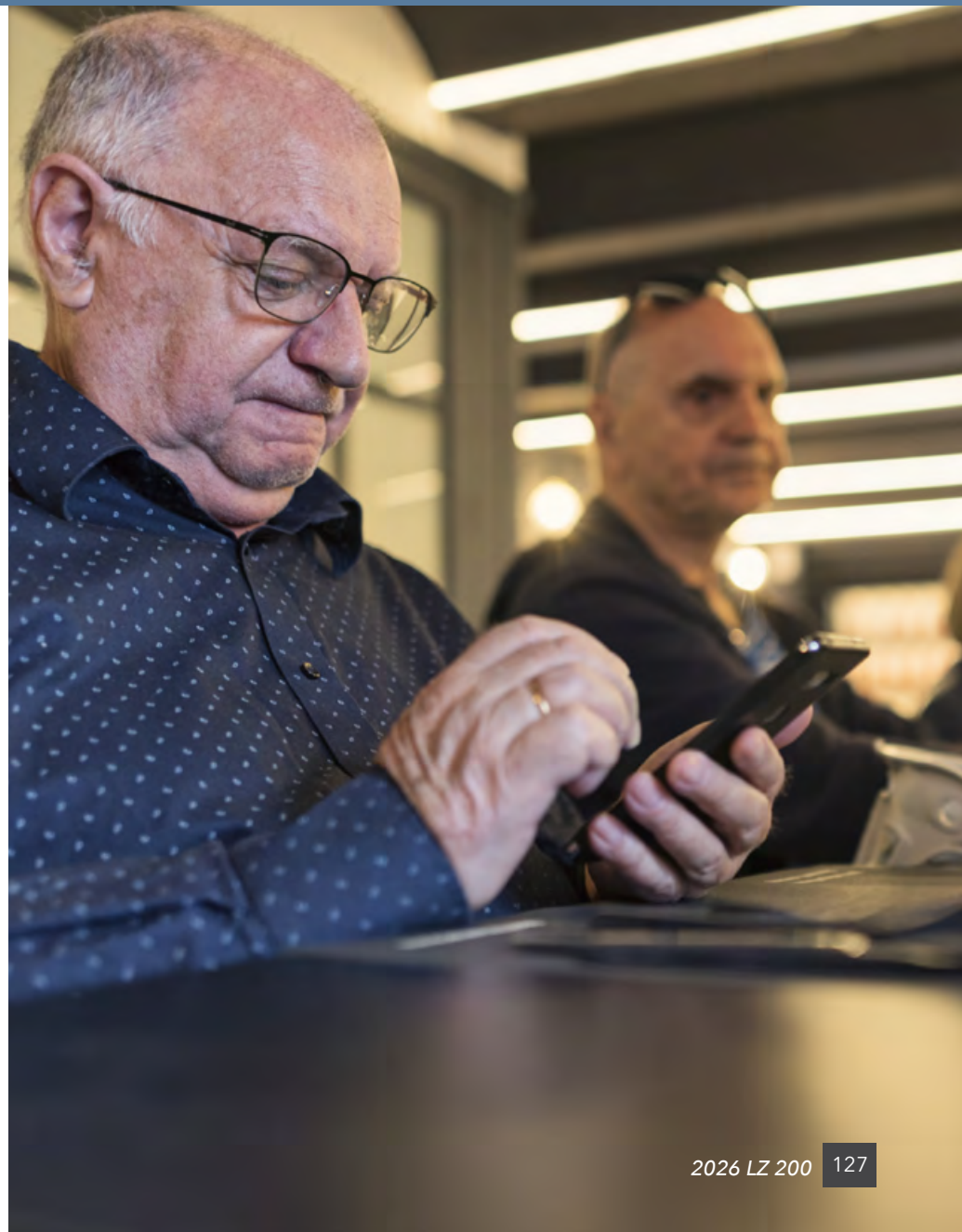
Percentage Providing Affordable Housing



n = 161

Systems by Total Market-Rate and Affordable Units

Chart 4.15c presents an aggregate ranking of unit types, market rate and market rate affordable housing. This type of ranking better reflects the size and scope of each organization that provides residential options for seniors of varying income levels. For example, National Church Residences is ranked as LZ 200 #30 (**Primary Ranking**) with 2,221 total market-rate units while the organization is ranked #2 with 21,211 total affordable housing units. By aggregating these two categories of seniors housing, the organization is the second largest among the LZ 200 with 23,432 total units.



Additional Listings: Multi-Site Senior Living Providers

Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2026 Combined MR & AFF Rank	2026 LZ200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	AFF
1	1	National Senior Communities	DC	24,039	20,970	2,118	951	0
2	30	National Church Residences	OH	23,432	1,374	712	135	21,211
3	6	HumanGood	CA	14,164	3,703	1,307	1,088	8,066
4	2	The Evangelical Lutheran Good Samaritan Society	SD	12,330	2,863	2,692	6,775	0
5	3	Presbyterian Homes & Services	MN	10,842	6,375	2,927	1,444	96
6	4	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	10,540	7,334	1,563	1,643	0
7	18	Transforming Age	WA	9,164	2,092	1,153	138	5,781
8	5	Ascension living	MO	6,692	1,800	1,203	3,689	0
9	7	Covenant Living Communities and Services	IL	5,933	4,074	941	918	0
10	11	EverTrue	MO	5,517	2,818	1,054	977	668
11	8	Trinity Health Senior Communities	MI	5,039	1,989	1,112	1,938	0
12	9	Benedictine	MN	4,980	1,005	1,800	2,175	0
13	10	Lifespace Communities, Inc.	TX	4,917	3,373	607	937	0
14	16	Pacific Retirement Services	OR	4,799	2,762	529	415	1,093
15	17	Presbyterian Senior Living	PA	4,580	2,019	620	802	1,139
16	12	Westminster Retirement Communities of Florida	FL	4,458	3,058	618	770	12
17	13	Front Porch Communities & Services	CA	4,346	3,521	171	654	0
18	23	Springpoint Senior Living, Inc.	NJ	4,344	1,690	378	491	1,785
19	14	Otterbein SeniorLife	OH	3,962	1,816	693	1,377	76
20	54	United Church Homes	OH	3,879	866	210	459	2,344
21	15	Cassia	MN	3,845	88	2,233	1,386	138
22	59	Presbyterian Villages of Michigan	MI	3,420	1,100	264	102	1,954
23	19	BHI Senior Living, Inc.	IN	3,278	1,478	1,121	679	0
24	20	Concordia Lutheran Ministries	PA	3,276	918	1,636	722	0
25	21	Asbury Communities, Inc.	MD	3,268	2,037	526	442	263

MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued)

Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2026 Combined MR & AFF Rank	2026 LZ200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	AFF
26	65	EveryAge	NC	3,010	1,328	983	447	252
27	22	Ecumen	MN	2,601	513	1,709	379	0
28	26	CHI Living Communities	OH	2,569	814	883	772	100
29	24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,532	1,615	233	684	0
30	25	The Kendal Corporation	DE	2,511	1,816	492	203	0
31	63	Presbyterian SeniorCare Network	PA	2,489	487	397	490	1,115
32	27	The Carmelite System	NY	2,452	189	328	1,872	63
33	55	Hebrew SeniorLife	MA	2,398	654	114	722	908
34	32	Christian Care Companies	AZ	2,393	1,682	460	20	231
35	31	Ohio Living	OH	2,370	1,370	425	425	150
36	170	Episcopal Retirement Services	OH	2,355	309	75	138	1,833
37	28	Integrity Healthcare	MA	2,355	214	192	1,949	0
38	41	Kintura	NC	2,328	1,335	246	294	453
39	29	Willow Valley Communities	PA	2,298	1,724	232	342	0
40	39	Greencroft Communities	IN	2,264	976	420	516	352
41	33	Presbyterian Manors of Mid-America nka PMMA	KS	2,149	946	528	675	0
42	34	Volunteers of America	VA	2,146	604	820	722	0
43	47	Covenant Health	MA	2,124	0	364	1,332	428
44	37	ArchCare	NY	2,109	0	134	1,887	88
45	35	Bethesda Senior Living Communities	CO	2,045	441	1,604	0	0
46	36	Masonicare	CT	2,042	737	875	430	0
47	38	Homewood Living Ministries fka Homewood Retirement Centers	MD	1,934	1,174	309	451	0
48	40	Buckner Retirement Services	TX	1,896	1,194	406	296	0
49	51	Methodist Retirement Communities	TX	1,868	798	457	294	319
50	44	Lutheran Services Carolinas	NC	1,862	591	334	904	33

MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued)

Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2026 Combined MR & AFF Rank	2026 LZ200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	AFF
51	42	WesleyLife	IA	1,855	852	402	601	0
52	44	Eventide fka Eventide-Tabitha	MN	1,852	245	717	844	46
53	64	Presbyterian Homes of Georgia	GA	1,849	855	149	335	510
54	57	Givens Communities	NC	1,839	1,092	150	235	362
55	45	Franciscan Communities, Inc.	IL	1,803	734	496	573	0
56	93	Sequoia Living, Inc.	CA	1,763	799	126	88	750
57	46	Baptist Village Communities	OK	1,722	1,116	288	318	0
58	48	Vivie	MN	1,686	698	868	120	0
59	49	Loretto	NY	1,684	210	551	923	0
60	50	Life Enriching Communities	OH	1,631	919	393	319	0
61	74	Phoebe Ministries	PA	1,558	485	228	489	356
62	139	Christian Care Communities	KY	1,553	262	154	297	840
63	52	Friendship Retirement Community	VA	1,549	590	377	581	1
64	53	Immanuel	NE	1,546	982	402	162	0
65	56	Bethesda Health Group, Inc.	MO	1,487	757	78	652	0
66	58	LifeSpire of Virginia	VA	1,470	931	313	226	0
67	60	FellowshipLIFE	NJ	1,409	893	323	193	0
68	61	Presbyterian Living	IL	1,398	818	239	341	0
69	62	Sun Health	AZ	1,379	998	191	190	0
70	88	Mississippi Methodist Senior Services, Inc.	MS	1,357	394	354	320	289
71	69	St. Francis Health Services of Morris, Inc.	MN	1,344	75	366	798	105
72	94	Brio Living Services	MI	1,321	592	265	144	320
73	66	Magnolia Manor, Inc.	GA	1,307	294	170	843	0
74	158	The New Jewish Home	NY	1,286	0	72	514	700
75	67	Legacy Lifecare, Inc.	MA	1,283	102	359	817	5

MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued)

Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2026 Combined MR & AFF Rank	2026 LZ200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	AFF
76	68	Heritage Ministries	NY	1,268	363	221	684	0
77	90	Lutheran SeniorLife	PA	1,263	528	244	274	217
78	155	Cardinal Ritter Senior Services	MO	1,246	207	159	230	650
79	70	Wesley Enhanced Living	PA	1,231	635	236	360	0
80	71	Trillium Living fka Holland Home	MI	1,227	765	303	159	0
81	107	Christian Health Care Center	NJ	1,227	513	95	304	315
82	72	Mather	IL	1,214	1,000	95	119	0
83	119	Methodist Homes of Alabama & Northwest Florida	AL	1,210	38	338	425	409
84	73	American Baptist Homes of the Midwest	MN	1,203	374	252	577	0
85	75	Liberty Lutheran Services	PA	1,199	663	320	216	0
86	78	Wesley	WA	1,197	813	251	108	25
87	76	Illuminus, Inc.	WI	1,181	252	448	481	0
88	77	Friendship Villages of St. Louis	MO	1,177	771	164	242	0
89	79	Lutheran Homes of South Carolina Inc.	SC	1,168	457	336	375	0
90	111	United Methodist Communities	NJ	1,166	88	530	248	300
91	80	Garden Spot Communities	PA	1,145	791	193	151	10
92	81	Community Wellness Partners	NY	1,132	124	292	716	0
93	82	Eskaton	CA	1,129	495	539	95	0
94	83	Goodwin Living	VA	1,120	598	293	229	0
95	84	Baruch Senior Ministries	MI	1,114	6	1,108	0	0
96	85	Ingleside	MD	1,113	833	157	123	0
97	188	Genacross Lutheran Services	OH	1,079	214	119	94	652
98	86	Saint Therese	MN	1,074	526	320	228	0
99	87	Pinnacle Living	VA	1,073	544	377	152	0
100	89	The United Methodist Retirement Homes	NC	1,071	713	140	194	24

MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued)

Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2026 Combined MR & AFF Rank	2026 LZ200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	AFF
101	96	Providence Life Services	IL	1,066	614	255	117	80
102	91	Tandem Living	PA	1,031	786	85	160	0
103	116	Felician Services, Inc.	IL	1,024	138	309	389	188
104	92	Forefront Living	TX	1,018	695	249	74	0
105	95	Presbyterian Communities of South Carolina	SC	987	422	307	258	0
106	97	The RiverWoods Group	NH	985	699	187	99	0
107	102	Christian Living Communities	CO	974	433	309	192	40
108	189	HutsonWood, Inc.	TN	965	73	116	228	548
109	98	Alliance Health & Human Services	MA	960	0	99	861	0
110	106	Landis Communities	PA	958	650	159	103	46
111	99	Lutheran Life Communities	IL	949	233	231	485	0
112	100	Vista Prairie Communities	MN	943	97	846	0	0
113	101	Moorings Park	FL	935	696	133	106	0
114	117	Living Branches	PA	934	459	232	143	100
115	103	Gurwin Healthcare System	NY	919	129	210	580	0
116	104	National Lutheran Communities and Services	MD	918	532	206	180	0
117	105	St. John's Health Care Corporation	NY	916	403	38	475	0
118	108	Blue Skies of Texas	TX	904	702	122	80	0
119	109	Menno-Haven, Inc.	PA	869	496	223	150	0
120	110	Lutheran Social Ministries of Maryland	MD	867	665	114	88	0
121	128	Bluestem Communities	KS	863	446	110	202	105
122	112	United Methodist Homes	NY	860	439	176	245	0
123	113	Wesley Willows	IL	850	566	193	91	0
124	137	Simpson Senior Services	PA	848	496	147	82	123
125	150	Guardian Angels	MN	841	213	295	120	213

MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued)

Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2026 Combined MR & AFF Rank	2026 LZ200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	AFF
126	114	Heritage Pointe Communities	IN	840	187	328	325	0
127	115	Cedar Community	WI	839	464	300	75	0
128	131	Episcopal SeniorLife Communities	NY	837	407	193	152	85
129	124	Grace Inspired Living	PA	828	506	137	135	50
130	132	Ebenezer Society	MN	816	0	489	253	74
131	118	Friends Homes Inc.	NC	804	595	100	109	0
132	120	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	0
133	121	La Posada Communities	AZ	789	655	134	0	0
134	122	Westminster-Canterbury on Chesapeake Bay	VA	781	593	80	108	0
135	138	Masonic Homes of Kentucky, Inc.	KY	781	455	129	136	61
136	123	Emerald Communities	WA	779	569	119	91	0
137	125	St. Ann's Community	NY	768	245	75	448	0
138	126	United Church of Christ Homes	PA	766	267	124	375	0
139	127	Friendly Senior Living	NY	759	428	57	274	0
140	129	Sunnyside Communities	VA	756	478	153	125	0
141	130	Unitas Communities	PA	753	470	137	146	0
142	133	LutherCare	PA	736	520	110	106	0
143	134	Brazos Presbyterian Homes Holding Inc.	TX	734	540	91	103	0
144	135	Ohio Masonic Communities	OH	726	343	249	134	0
145	136	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	0
146	147	Rockwood Retirement Communities	WA	700	445	148	45	62
147	140	Community First Solutions	OH	698	220	350	128	0
148	146	Ascentria Care Alliance	MA	697	36	0	616	45
149	141	Sunset Manor, Inc.	MI	687	375	312	0	0
150	142	Baptist Homes Healthcare Ministries	MO	680	168	119	393	0

MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued)

Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2026 Combined MR & AFF Rank	2026 LZ200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	AFF
151	143	Vincentian Collaborative Services	PA	675	66	82	527	0
152	144	Lutheran Life Villages	IN	672	205	164	303	0
153	161	Lyngblomsten	MN	664	221	113	225	105
154	145	Messiah Lifeways	PA	657	375	164	118	0
155	174	Episcopal Communities & Services	CA	643	432	77	0	134
156	148	Wellspring Lutheran Services	MI	635	125	169	341	0
157	149	Smith Senior Living	IL	629	312	147	170	0
158	151	Morningside Ministries	TX	625	395	90	140	0
159	152	Eliza Jennings Senior Care Network	OH	623	176	207	240	0
160	169	Sholom Community Alliance	MN	622	153	122	257	90
161	176	St. John's United	MT	616	203	209	88	116
162	153	Shepherd of the Valley Lutheran Retirement Services	OH	615	214	153	248	0
163	154	Bishop Gadsden Episcopal Retirement Community	SC	598	371	127	100	0
164	156	ThriveMore	NC	595	370	136	89	0
165	157	Brethren Retirement Community	OH	590	231	199	160	0
166	159	Havenwood Heritage Heights	NH	567	367	63	137	0
167	160	Bethel	NY	563	170	130	263	0
168	192	Beechwood Continuing Care	NY	558	188	0	220	150
169	162	The Legacy Senior Communities	TX	557	298	145	114	0
170	163	Convivial Life Inc.	FL	556	352	204	0	0
171	164	Pleasant View Communities	PA	553	402	59	92	0
172	165	Silverstone Living	NH	550	286	139	125	0
173	166	Church Homes, Inc.	CT	542	319	24	199	0
174	167	Redstone Presbyterian SeniorCare	PA	535	307	151	77	0
175	168	Christian Village Communities	OH	533	201	182	150	0

MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued)

Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2026 Combined MR & AFF Rank	2026 LZ200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	AFF
176	171	Willow Brook Christian Communities	OH	518	267	167	84	0
177	172	CRISTA Senior Living	WA	517	374	143	0	0
178	173	Medford Leas	NJ	511	392	105	14	0
179	175	Judson Services, Inc.	OH	500	227	135	138	0
180	177	The Village of St. Edward	OH	493	127	285	81	0
181	178	The Loomis Communities	MA	473	367	64	42	0
182	179	Bethany St. Joseph Corporation	WI	473	135	158	180	0
183	180	Ararat Home of Los Angeles	CA	470	45	125	300	0
184	181	Deaconess Abundant Life Communities	MA	469	283	144	42	0
185	182	Good Shepherd Communities	NY	469	258	99	112	0
186	183	Resthaven	MI	466	183	138	145	0
187	184	Taylor Community	NH	457	310	147	0	0
188	185	Michigan Masonic Homes	MI	442	38	155	249	0
189	186	Bethesda	MN	430	89	93	248	0
190	187	Allegheny Lutheran Social Ministries	PA	428	173	103	152	0
191	190	A.G. Rhodes	GA	416	0	0	416	0
192	191	Oaknoll	IA	410	303	37	70	0
193	193	Parker Health Group	NJ	407	0	60	347	0
194	194	CJE SeniorLife	IL	405	240	165	0	0
195	195	Lutheran Home & Harwood Place	WI	404	169	98	137	0
196	196	Skaalen Retirement Services	WI	400	229	101	70	0
197	197	Wesbury United Methodist Community	PA	394	95	89	210	0
198	198	South Carolina Baptist Ministries of Aging (SCBMA)	SC	393	134	83	176	0
199	199	Canterbury Woods	NY	384	296	38	50	0
200	200	Trinity Senior Services	WI	383	202	74	107	0

MR: Market-rate | AFF: Affordable Housing



Organizational Characteristics: Managed Units & Communities

Providers that Manage, Ranked by Managed-Only Units

2026 LZ 200 Managed Rank	2026 LZ 200 Rank	System Name	State	Managed-only	
				Units	Communities
1	132	Ebenezer Society	MN	35	3,657
2	6	HumanGood	CA	32	2,080
3	36	Masonicare	CT	15	1,935
4	170	Episcopal Retirement Services	OH	2	1,833
5	63	Presbyterian SeniorCare Network	PA	18	1,759
6	54	United Church Homes	OH	18	1,477
7	82	Eskaton	CA	26	1,104
8	11	EverTrue	MO	10	891
9	48	Vivie	MN	15	707
10	16	Pacific Retirement Services	OR	2	686
11	180	Ararat Home of Los Angeles	CA	1	562
12	15	Cassia	MN	6	515
13	18	Transforming Age	WA	6	436
14	3	Presbyterian Homes & Services	MN	4	421
15	67	Legacy Lifecare, Inc.	MA	5	349
16	60	FellowshipLIFE	NJ	1	313
17	56	Bethesda Health Group, Inc.	MO	1	266
18	46	Baptist Village Communities	OK	1	260
19	62	Sun Health	AZ	1	259
20	140	Community First Solutions	OH	1	236
21	102	Christian Living Communities	CO	1	235
22	98	Alliance Health & Human Services	MA	2	222
23	59	Presbyterian Villages of Michigan	MI	4	209
24	94	Brio Living Services	MI	2	178
25	21	Asbury Communities, Inc.	MD	2	161

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

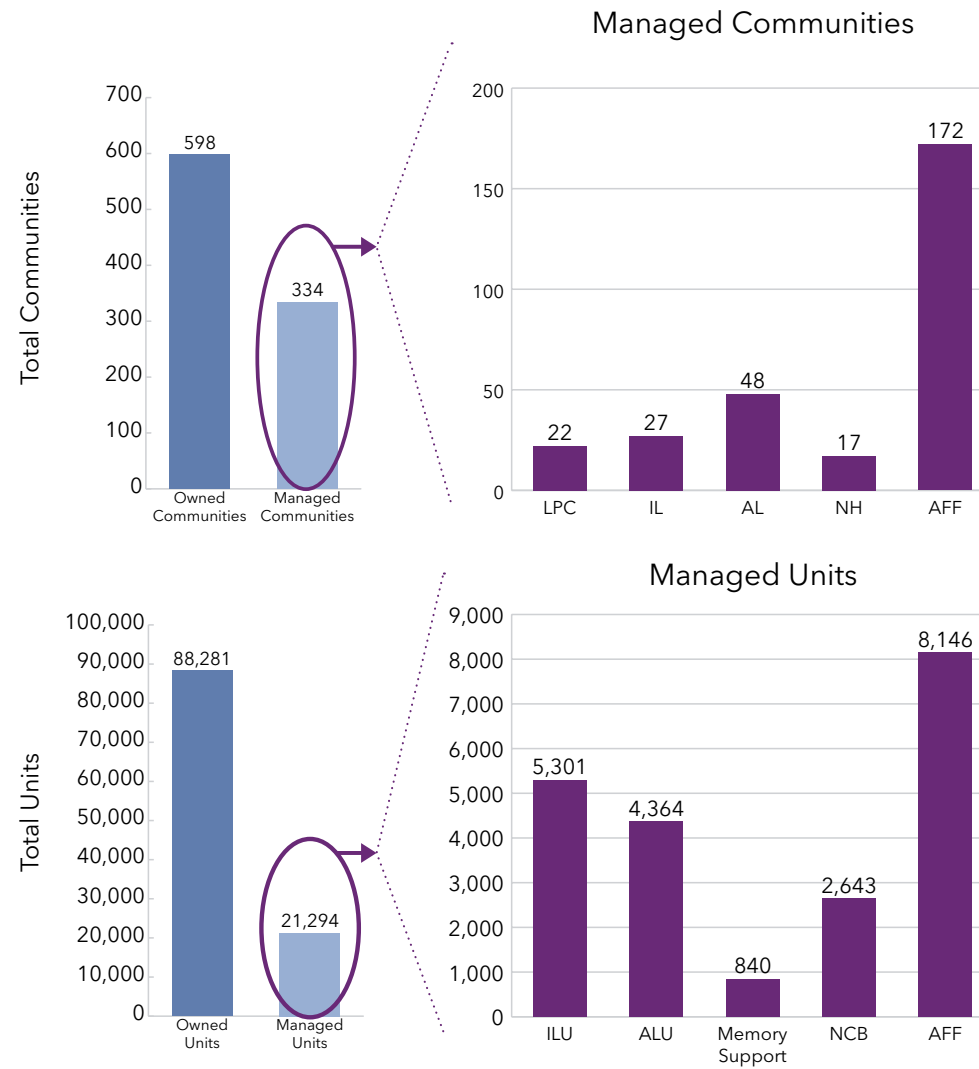
Providers that Manage, Ranked by Managed-Only Units

2026 LZ 200 Managed Rank	2026 LZ 200 Rank	System Name	State	Managed-only	
				Units	Communities
26	83	Goodwin Living	VA	1	161
27	157	Brethren Retirement Community	OH	1	128
28	176	St. John's United	MT	2	100
29	167	Redstone Presbyterian SeniorCare	PA	1	50
30	44	Eventide fka Eventide-Tabitha	MN	1	46
31	23	Springpoint Senior Living, Inc.	NJ	1	40
32	69	St. Francis Health Services of Morris, Inc.	MN	1	18

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities

Comparison of Owned vs. Managed Communities and Units of Providers that Manage



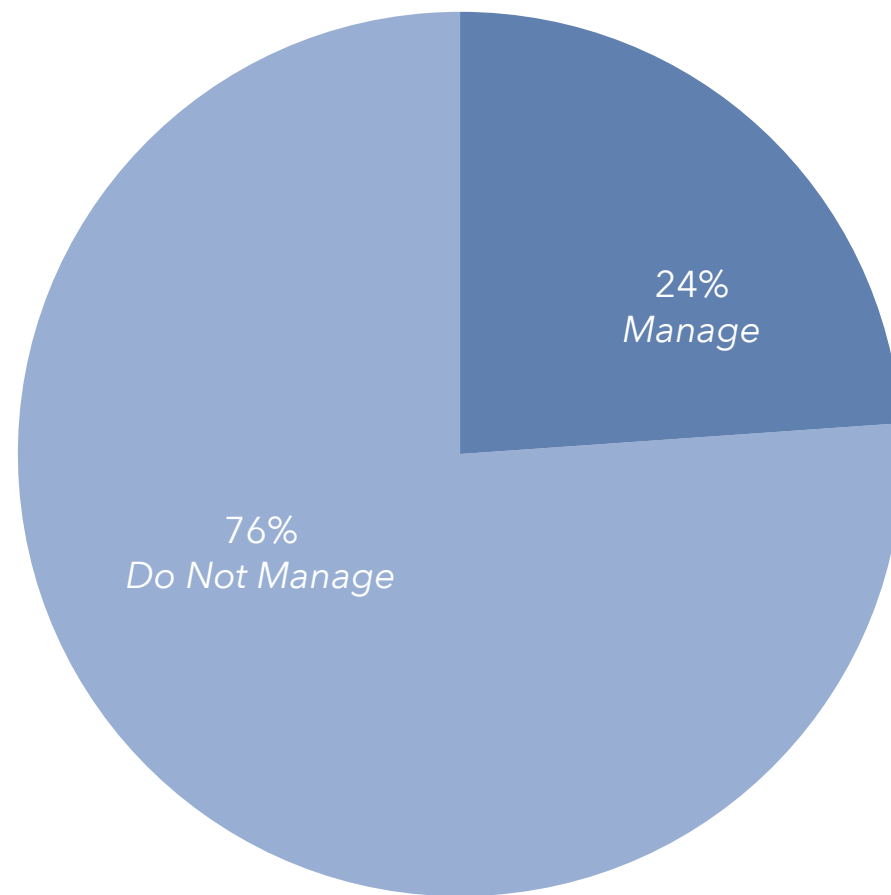
n = 39

Organizational Characteristics: Managed Units & Communities

Percentage that Manage

Managed Units and Communities

There are several companies in the senior living sector whose primary business purpose is to provide management services to properties they do not own. The LZ 200 organizations are, on the contrary, primarily property owners. Nearly 30% of the LZ 200 manage and own senior living units (Chart 4-16c), but the overwhelming portion of their portfolio of units is owned.



n = 160

24% Manage Market Rate
10% Manage Affordable Housing
34% Manage Both Market Rate & Affordable Housing

Organizational Characteristics: Managed Units & Communities

Providers that Manage, Ranked by Market Rate & Managed Units

2026 Combined MR & MGD Rank	2026 LZ 200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	MGD
1	1	National Senior Communities	DC	24,039	20,970	2,118	951	0
2	2	The Evangelical Lutheran Good Samaritan Society	SD	12,330	2,863	2,692	6,775	0
3	3	Presbyterian Homes & Services	MN	11,071	6,375	2,927	1,444	325
4	4	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	10,540	7,334	1,563	1,643	0
5	5	Ascension living	MO	6,692	1,800	1,203	3,689	0
6	6	HumanGood	CA	6,098	3,703	1,307	1,088	0
7	7	Covenant Living Communities and Services	IL	5,933	4,074	941	918	0
8	11	EverTrue	MO	5,340	2,818	1,054	977	491
9	8	Trinity Health Senior Communities	MI	5,039	1,989	1,112	1,938	0
10	9	Benedictine	MN	4,980	1,005	1,800	2,175	0
11	10	Lifespace Communities, Inc.	TX	4,917	3,373	607	937	0
12	12	Westminster Retirement Communities of Florida	FL	4,446	3,058	618	770	0
13	16	Pacific Retirement Services	OR	4,392	2,762	529	415	686
14	13	Front Porch Communities & Services	CA	4,346	3,521	171	654	0
15	15	Cassia	MN	4,222	88	2,233	1,386	515
16	36	Masonicare	CT	3,977	737	875	430	1,935
17	14	Otterbein SeniorLife	OH	3,886	1,816	693	1,377	0
18	18	Transforming Age	WA	3,819	2,092	1,153	138	436
19	132	Ebenezer Society	MN	3,625	0	489	253	2,883
20	17	Presbyterian Senior Living	PA	3,441	2,019	620	802	0
21	19	BHI Senior Living, Inc.	IN	3,278	1,478	1,121	679	0
22	20	Concordia Lutheran Ministries	PA	3,276	918	1,636	722	0
23	21	Asbury Communities, Inc.	MD	3,166	2,037	526	442	161
24	65	EveryAge	NC	2,758	1,328	983	447	0
25	22	Ecumen	MN	2,601	513	1,709	379	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2026 Combined MR & MGD Rank	2026 LZ 200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	MGD
26	63	Presbyterian SeniorCare Network	PA	2,595	487	397	490	1,221
27	23	Springpoint Senior Living, Inc.	NJ	2,559	1,690	378	491	0
28	24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,532	1,615	233	684	0
29	25	The Kendal Corporation	DE	2,511	1,816	492	203	0
30	26	CHI Living Communities	OH	2,469	814	883	772	0
31	27	The Carmelite System	NY	2,389	189	328	1,872	0
32	28	Integrus Healthcare	MA	2,355	214	192	1,949	0
33	29	Willow Valley Communities	PA	2,298	1,724	232	342	0
34	30	National Church Residences	OH	2,221	1,374	712	135	0
35	31	Ohio Living	OH	2,220	1,370	425	425	0
36	48	Vivie	MN	2,168	698	868	120	482
37	54	United Church Homes	OH	2,167	866	210	459	632
38	32	Christian Care Companies	AZ	2,162	1,682	460	20	0
39	33	Presbyterian Manors of Mid-America nka PMMA	KS	2,149	946	528	675	0
40	34	Volunteers of America	VA	2,146	604	820	722	0
41	35	Bethesda Senior Living Communities	CO	2,045	441	1,604	0	0
42	37	ArchCare	NY	2,021	0	134	1,887	0
43	46	Baptist Village Communities	OK	1,982	1,116	288	318	260
44	38	Homewood Living Ministries fka Homewood Retirement Centers	MD	1,934	1,174	309	451	0
45	39	Greencroft Communities	IN	1,912	976	420	516	0
46	40	Buckner Retirement Services	TX	1,896	1,194	406	296	0
47	41	Kintura	NC	1,875	1,335	246	294	0
48	42	WesleyLife	IA	1,855	852	402	601	0
49	44	Lutheran Services Carolinas	NC	1,829	591	334	904	0
50	44	Eventide fka Eventide-Tabitha	MN	1,806	245	717	844	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2026 Combined MR & MGD Rank	2026 LZ 200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	MGD
51	45	Franciscan Communities, Inc.	IL	1,803	734	496	573	0
52	56	Bethesda Health Group, Inc.	MO	1,753	757	78	652	266
53	60	FellowshipLIFE	NJ	1,722	893	323	193	313
54	47	Covenant Health	MA	1,696	0	364	1,332	0
55	49	Loretto	NY	1,684	210	551	923	0
56	62	Sun Health	AZ	1,638	998	191	190	259
57	50	Life Enriching Communities	OH	1,631	919	393	319	0
58	67	Legacy Lifecare, Inc.	MA	1,627	102	359	817	349
59	51	Methodist Retirement Communities	TX	1,549	798	457	294	0
60	52	Friendship Retirement Community	VA	1,548	590	377	581	0
61	53	Immanuel	NE	1,546	982	402	162	0
62	59	Presbyterian Villages of Michigan	MI	1,517	1,100	264	102	51
63	55	Hebrew SeniorLife	MA	1,490	654	114	722	0
64	57	Givens Communities	NC	1,477	1,092	150	235	0
65	58	LifeSpire of Virginia	VA	1,470	931	313	226	0
66	82	Eskaton	CA	1,405	495	539	95	276
67	61	Presbyterian Living	IL	1,398	818	239	341	0
68	64	Presbyterian Homes of Georgia	GA	1,339	855	149	335	0
69	66	Magnolia Manor, Inc.	GA	1,307	294	170	843	0
70	68	Heritage Ministries	NY	1,268	363	221	684	0
71	69	St. Francis Health Services of Morris, Inc.	MN	1,239	75	366	798	0
72	70	Wesley Enhanced Living	PA	1,231	635	236	360	0
73	71	Trillium Living fka Holland Home	MI	1,227	765	303	159	0
74	72	Mather	IL	1,214	1,000	95	119	0
75	73	American Baptist Homes of the Midwest	MN	1,203	374	252	577	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2026 Combined MR & MGD Rank	2026 LZ 200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	MGD
76	74	Phoebe Ministries	PA	1,202	485	228	489	0
77	75	Liberty Lutheran Services	PA	1,199	663	320	216	0
78	98	Alliance Health & Human Services	MA	1,182	0	99	861	222
79	76	Illuminus, Inc.	WI	1,181	252	448	481	0
80	77	Friendship Villages of St. Louis	MO	1,177	771	164	242	0
81	78	Wesley	WA	1,172	813	251	108	0
82	102	Christian Living Communities	CO	1,169	433	309	192	235
83	79	Lutheran Homes of South Carolina Inc.	SC	1,168	457	336	375	0
84	80	Garden Spot Communities	PA	1,135	791	193	151	0
85	81	Community Wellness Partners	NY	1,132	124	292	716	0
86	83	Goodwin Living	VA	1,120	598	293	229	0
87	84	Baruch Senior Ministries	MI	1,114	6	1,108	0	0
88	85	Ingleside	MD	1,113	833	157	123	0
89	94	Brio Living Services	MI	1,099	592	265	144	98
90	86	Saint Therese	MN	1,074	526	320	228	0
91	87	Pinnacle Living	VA	1,073	544	377	152	0
92	88	Mississippi Methodist Senior Services, Inc.	MS	1,068	394	354	320	0
93	89	The United Methodist Retirement Homes	NC	1,047	713	140	194	0
94	90	Lutheran SeniorLife	PA	1,046	528	244	274	0
95	180	Ararat Home of Los Angeles	CA	1,032	45	125	300	562
96	91	Tandem Living	PA	1,031	786	85	160	0
97	92	Forefront Living	TX	1,018	695	249	74	0
98	93	Sequoia Living, Inc.	CA	1,013	799	126	88	0
99	95	Presbyterian Communities of South Carolina	SC	987	422	307	258	0
100	96	Providence Life Services	IL	986	614	255	117	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2026 Combined MR & MGD Rank	2026 LZ 200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	MGD
101	97	The RiverWoods Group	NH	985	699	187	99	0
102	99	Lutheran Life Communities	IL	949	233	231	485	0
103	100	Vista Prairie Communities	MN	943	97	846	0	0
104	101	Moorings Park	FL	935	696	133	106	0
105	140	Community First Solutions	OH	934	220	350	128	236
106	103	Gurwin Healthcare System	NY	919	129	210	580	0
107	104	National Lutheran Communities and Services	MD	918	532	206	180	0
108	105	St. John's Health Care Corporation	NY	916	403	38	475	0
109	106	Landis Communities	PA	912	650	159	103	0
110	107	Christian Health Care Center	NJ	912	513	95	304	0
111	108	Blue Skies of Texas	TX	904	702	122	80	0
112	109	Menno-Haven, Inc.	PA	869	496	223	150	0
113	110	Lutheran Social Ministries of Maryland	MD	867	665	114	88	0
114	111	United Methodist Communities	NJ	866	88	530	248	0
115	112	United Methodist Homes	NY	860	439	176	245	0
116	113	Wesley Willows	IL	850	566	193	91	0
117	114	Heritage Pointe Communities	IN	840	187	328	325	0
118	115	Cedar Community	WI	839	464	300	75	0
119	116	Felician Services, Inc.	IL	836	138	309	389	0
120	117	Living Branches	PA	834	459	232	143	0
121	118	Friends Homes Inc.	NC	804	595	100	109	0
122	119	Methodist Homes of Alabama & Northwest Florida	AL	801	38	338	425	0
123	120	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	0
124	121	La Posada Communities	AZ	789	655	134	0	0
125	122	Westminster-Canterbury on Chesapeake Bay	VA	781	593	80	108	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2026 Combined MR & MGD Rank	2026 LZ 200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	MGD
126	123	Emerald Communities	WA	779	569	119	91	0
127	124	Grace Inspired Living	PA	778	506	137	135	0
128	125	St. Ann's Community	NY	768	245	75	448	0
129	126	United Church of Christ Homes	PA	766	267	124	375	0
130	127	Friendly Senior Living	NY	759	428	57	274	0
131	128	Bluestem Communities	KS	758	446	110	202	0
132	129	Sunnyside Communities	VA	756	478	153	125	0
133	130	Unitas Communities	PA	753	470	137	146	0
134	131	Episcopal SeniorLife Communities	NY	752	407	193	152	0
135	133	LutherCare	PA	736	520	110	106	0
136	134	Brazos Presbyterian Homes Holding Inc.	TX	734	540	91	103	0
137	135	Ohio Masonic Communities	OH	726	343	249	134	0
138	136	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	0
139	137	Simpson Senior Services	PA	725	496	147	82	0
140	138	Masonic Homes of Kentucky, Inc.	KY	720	455	129	136	0
141	157	Brethren Retirement Community	OH	718	231	199	160	128
142	139	Christian Care Communities	KY	713	262	154	297	0
143	141	Sunset Manor, Inc.	MI	687	375	312	0	0
144	142	Baptist Homes Healthcare Ministries	MO	680	168	119	393	0
145	143	Vincentian Collaborative Services	PA	675	66	82	527	0
146	144	Lutheran Life Villages	IN	672	205	164	303	0
147	145	Messiah Lifeways	PA	657	375	164	118	0
148	146	Ascentria Care Alliance	MA	652	36	0	616	0
149	147	Rockwood Retirement Communities	WA	638	445	148	45	0
150	148	Wellspring Lutheran Services	MI	635	125	169	341	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2026 Combined MR & MGD Rank	2026 LZ 200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	MGD
151	149	Smith Senior Living	IL	629	312	147	170	0
152	150	Guardian Angels	MN	628	213	295	120	0
153	151	Morningside Ministries	TX	625	395	90	140	0
154	152	Eliza Jennings Senior Care Network	OH	623	176	207	240	0
155	153	Shepherd of the Valley Lutheran Retirement Services	OH	615	214	153	248	0
156	154	Bishop Gadsden Episcopal Retirement Community	SC	598	371	127	100	0
157	155	Cardinal Ritter Senior Services	MO	596	207	159	230	0
158	156	ThriveMore	NC	595	370	136	89	0
159	158	The New Jewish Home	NY	586	0	72	514	0
160	167	Redstone Presbyterian SeniorCare	PA	585	307	151	77	50
161	176	St. John's United	MT	576	203	209	88	76
162	159	Havenwood Heritage Heights	NH	567	367	63	137	0
163	160	Bethel	NY	563	170	130	263	0
164	161	Lyngblomsten	MN	559	221	113	225	0
165	162	The Legacy Senior Communities	TX	557	298	145	114	0
166	163	Convivial Life Inc.	FL	556	352	204	0	0
167	164	Pleasant View Communities	PA	553	402	59	92	0
168	165	Silverstone Living	NH	550	286	139	125	0
169	166	Church Homes, Inc.	CT	542	319	24	199	0
170	168	Christian Village Communities	OH	533	201	182	150	0
171	169	Sholom Community Alliance	MN	532	153	122	257	0
172	170	Episcopal Retirement Services	OH	522	309	75	138	0
173	171	Willow Brook Christian Communities	OH	518	267	167	84	0
174	172	CRISTA Senior Living	WA	517	374	143	0	0
175	173	Medford Leas	NJ	511	392	105	14	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

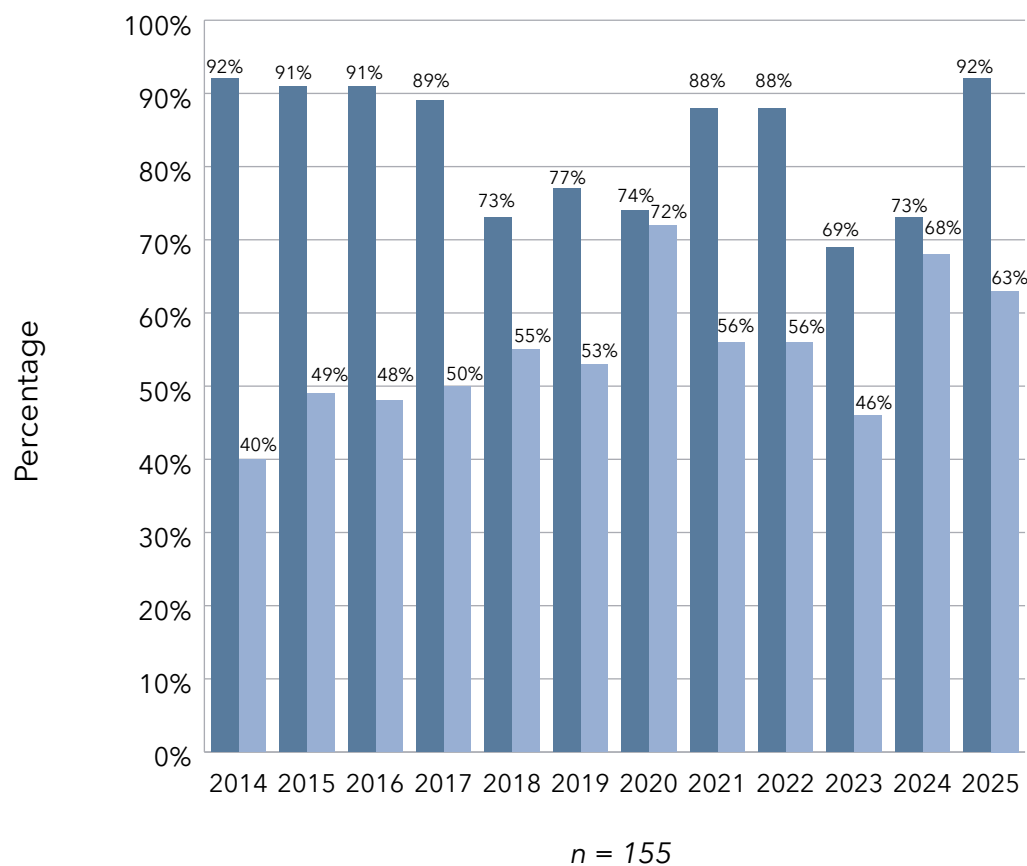
Providers that Manage, Ranked by Market Rate & Managed Units

2026 Combined MR & MGD Rank	2026 LZ 200 Rank	System Name	State	Units (as of 12/31/25)				
				Total	ILU	ALU	NCB	MGD
176	174	Episcopal Communities & Services	CA	509	432	77	0	0
177	175	Judson Services, Inc.	OH	500	227	135	138	0
178	177	The Village of St. Edward	OH	493	127	285	81	0
179	178	The Loomis Communities	MA	473	367	64	42	0
180	179	Bethany St. Joseph Corporation	WI	473	135	158	180	0
181	181	Deaconess Abundant Life Communities	MA	469	283	144	42	0
182	182	Good Shepherd Communities	NY	469	258	99	112	0
183	183	Resthaven	MI	466	183	138	145	0
184	184	Taylor Community	NH	457	310	147	0	0
185	185	Michigan Masonic Homes	MI	442	38	155	249	0
186	186	Bethesda	MN	430	89	93	248	0
187	187	Allegheny Lutheran Social Ministries	PA	428	173	103	152	0
188	188	Genacross Lutheran Services	OH	427	214	119	94	0
189	189	HutsonWood, Inc.	TN	417	73	116	228	0
190	190	A.G. Rhodes	GA	416	0	0	416	0
191	191	Oaknoll	IA	410	303	37	70	0
192	192	Beechwood Continuing Care	NY	408	188	0	220	0
193	193	Parker Health Group	NJ	407	0	60	347	0
194	194	CJE SeniorLife	IL	405	240	165	0	0
195	195	Lutheran Home & Harwood Place	WI	404	169	98	137	0
196	196	Skaalen Retirement Services	WI	400	229	101	70	0
197	197	Wesbury United Methodist Community	PA	394	95	89	210	0
198	198	South Carolina Baptist Ministries of Aging (SCBMA)	SC	393	134	83	176	0
199	199	Canterbury Woods	NY	384	296	38	50	0
200	200	Trinity Senior Services	WI	383	202	74	107	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Assisted and Skilled Composition

Percentage That Offer Private Versus Semi-Private Units



KEY: ■ Percentage Private (AL) ■ Percentage Private (SN)

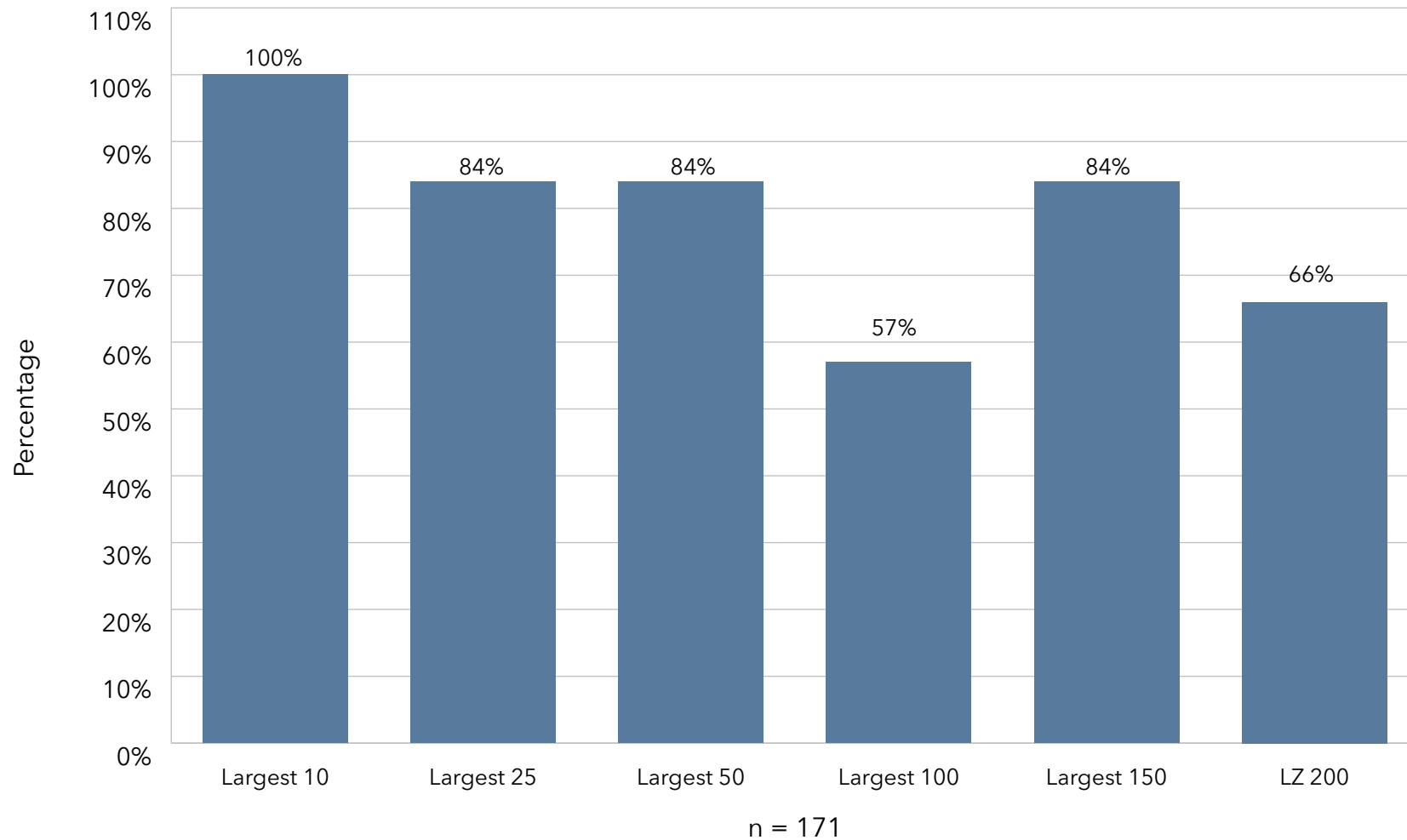
Assisted and Skilled Composition

This report has tracked the proportion of assisted living and skilled nursing units that are private. There is a clear trend toward private assisted living units, with 92% being private. On the other hand, 63% of the skilled nursing units are private.

This year's publication is the 13th in which the percentage of LZ 200 organizations that own and operate memory support (MS) units is analyzed. Section 4-17 details the percentage of LZ 200, by the largest 10, 25, 50, 100, 150, and 200, that offer specialized memory support units. Roughly 66% of the organizations offer memory support, with more than 26% offering both assisted living and skilled nursing memory care services. An additional 41% offer only assisted living memory support.

Organizational Characteristics: Assisted and Skilled Composition

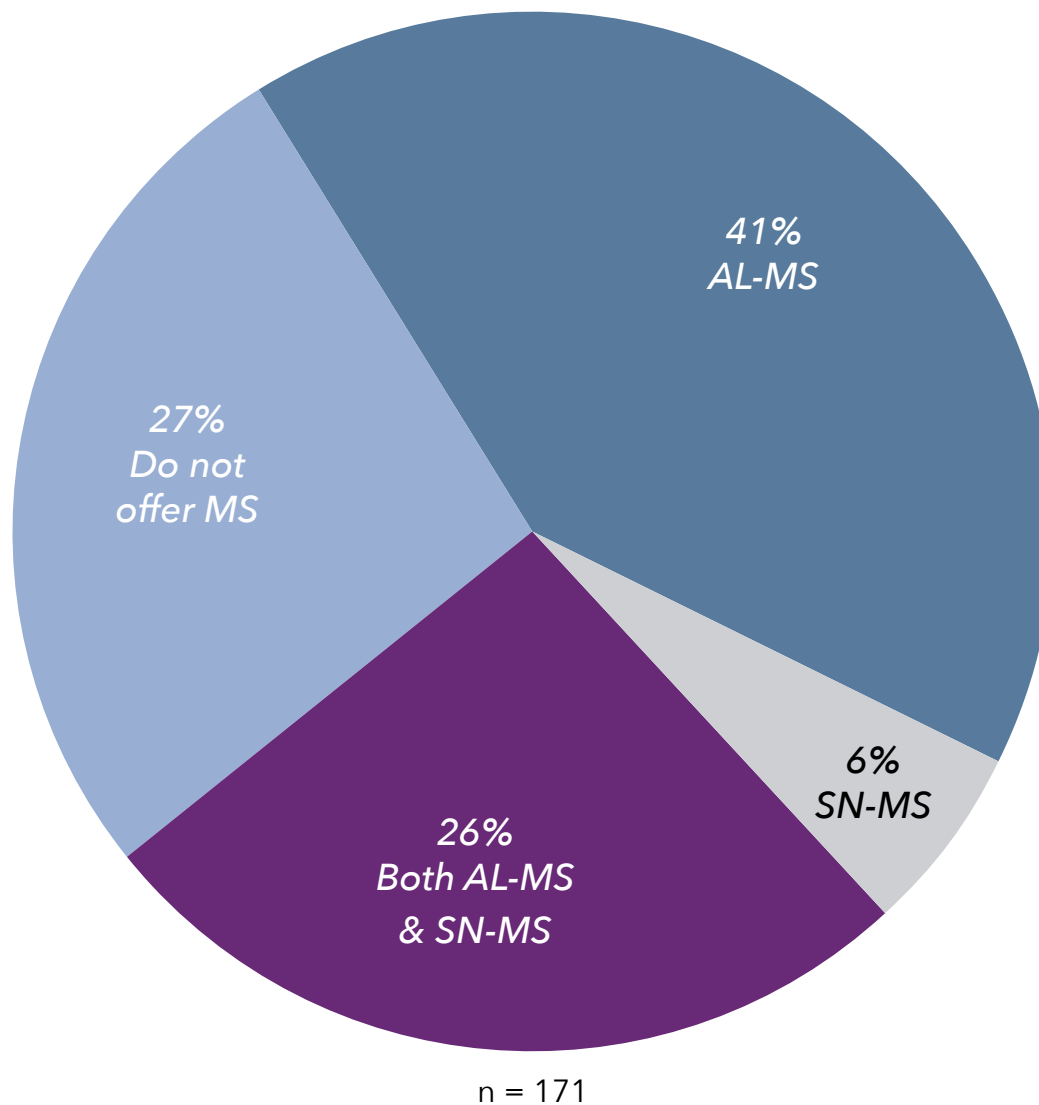
Percentage That Offer Memory Support



KEY: ■ Offer Memory Support

Organizational Characteristics: Assisted and Skilled Composition

Type of Memory Support Offered

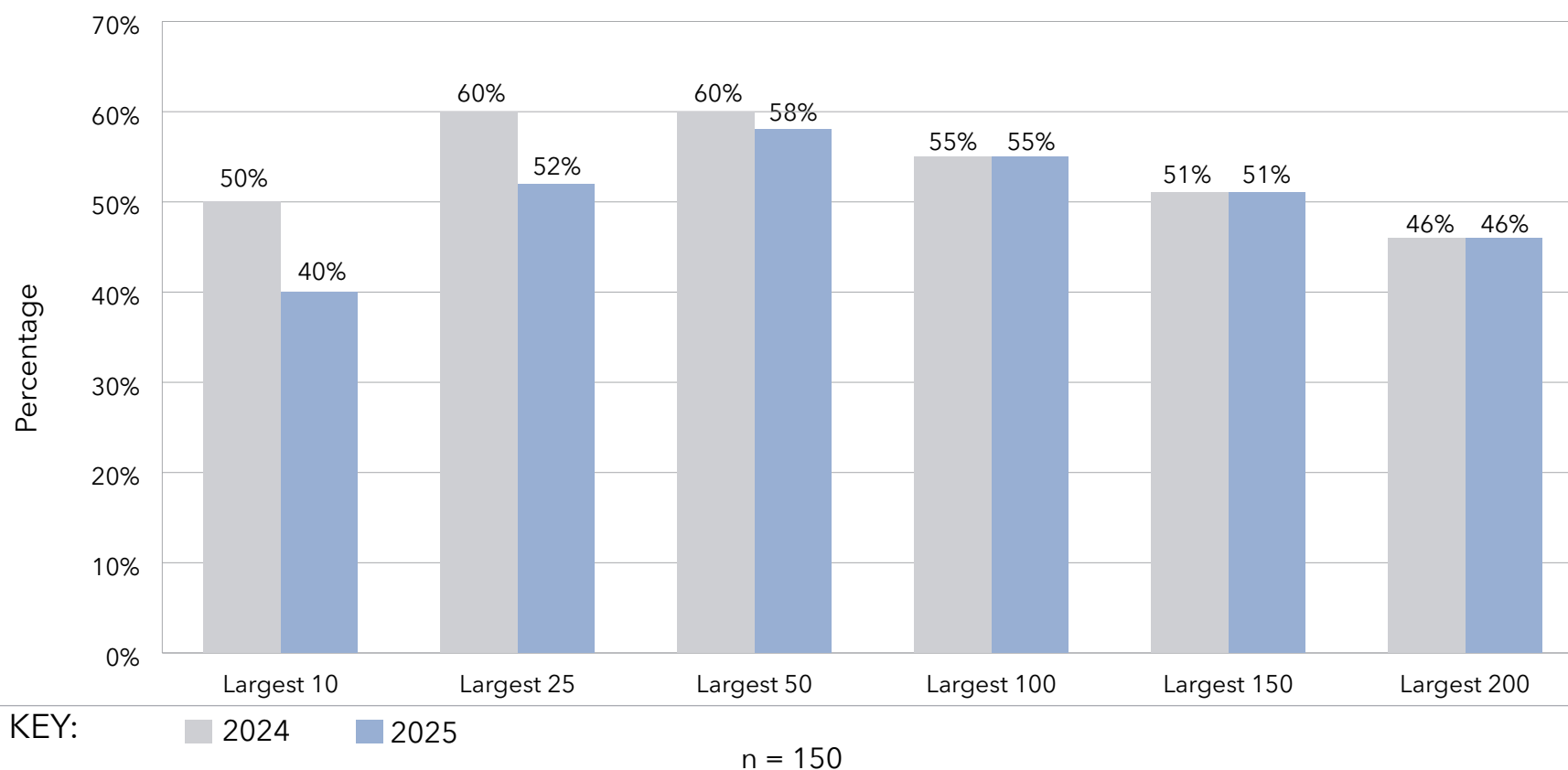


Organizational Characteristics: Home & Community-Based Services

Percentage Offering HCBS to Non-Residents

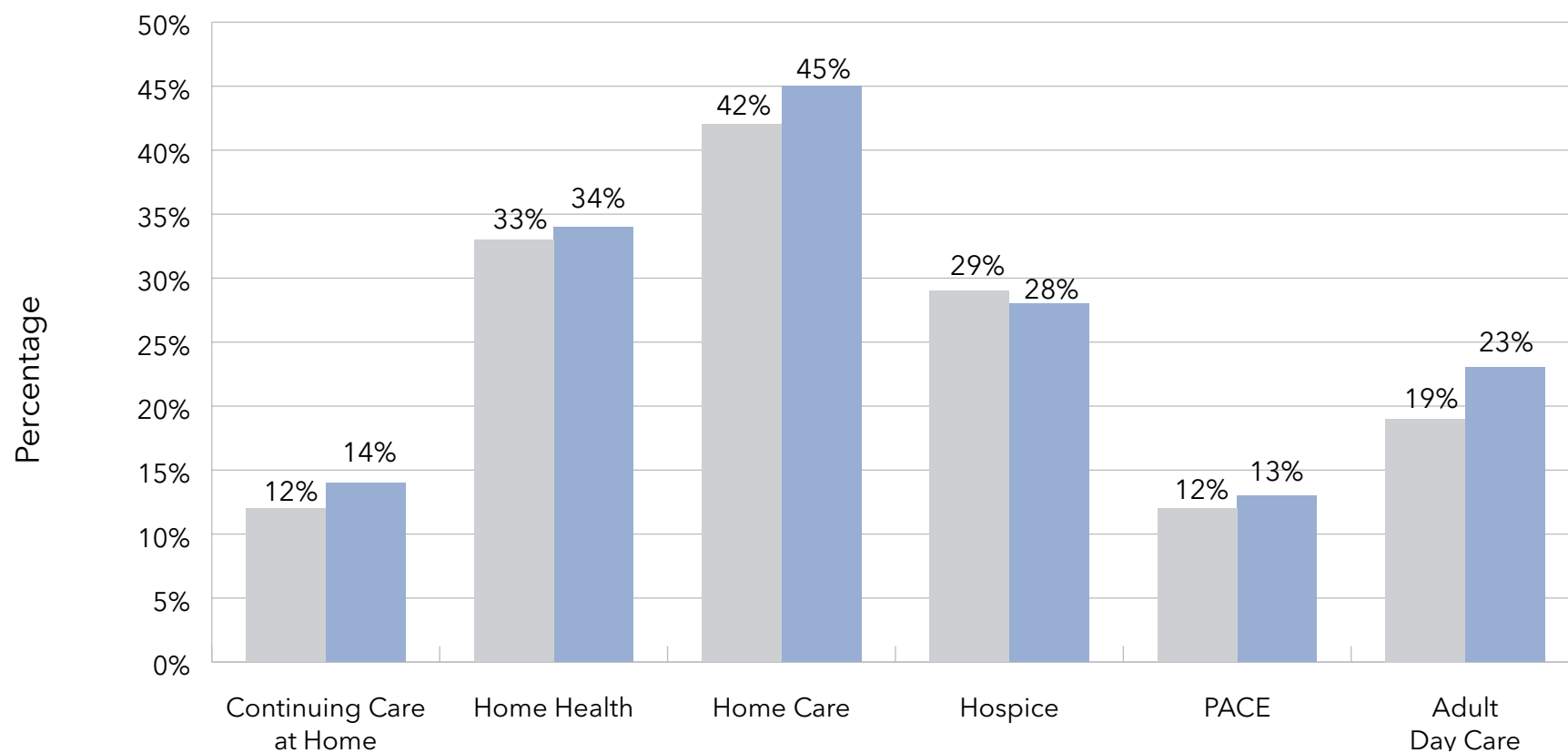
Home and Community-Based Services (HCBS)

Again this year, the survey gathered overall feedback on the percentage of providers offering home and community-based services, and specifically drilled down into Continuing Care at Home (CCaH), Program of All-Inclusive Care for the Elderly (PACE), and hospice services for individuals in the greater community. Overall, 46% of the LZ 200 organizations offer home and community-based services to non-residents. CCaH, a model that grew in popularity several years ago, is offered by 14% of the LZ 200. Approximately 13% have PACE programs, and hospice services are being provided by 28%.



Organizational Characteristics: Home & Community-Based Services

Offering: PACE, CCaH, External Hospice & Other Home Care



KEY: 2024 2025

n = 150

Organizational Characteristics: Home & Community-Based Services

HCBS Providers with \$10 Million+ in HCBS Revenue

2026 HCBS Annual Revenue Rank	System Name	State	HCBS Annual Revenue
1	Presbyterian Homes & Services	MN	>\$50 million
2	Presbyterian Villages of Michigan	MI	>\$50 million
3	Trillium Living (Holland Home)	MI	>\$50 million
4	Brio Living Services	MI	>\$50 million
5	Concordia Lutheran Ministries	PA	>\$50 million
6	Ohio Living.	OH	>\$50 million
7	ArchCare	NY	\$25-\$50 Million
8	National Senior Communities	DC	\$25-\$50 Million
9	National Church Residences	OH	\$25-\$50 Million
10	Vivie	MN	\$25-\$50 Million
11	Masonicare	CT	\$25-\$50 Million
12	Goodwin Living	VA	\$25-\$50 Million
13	Gurwin Healthcare System	NY	\$25-\$50 Million
14	Transforming Age	WA	\$10-\$24 million
15	Felician Services, Inc	IL	\$10-\$24 million
16	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	\$10-\$24 million
17	WesleyLife	IA	\$10-\$24 million
18	Covenant Living Communities and Services	IL	\$10-\$24 million
19	Otterbein SeniorLife	OH	\$10-\$24 million
20	EverTrue	MO	\$10-\$24 million
21	Eventide fka Eventide-Tabitha	MN	\$10-\$24 million
22	Westminster-Canterbury on Chesapeake Bay	VA	\$10-\$24 million
23	Forefront Living	TX	\$10-\$24 million
24	Wesley	WA	\$10-\$24 million

n = 84

Reflects revenues for those who provided their information.

Organizational Characteristics: Home & Community-Based Services (Continued)

HCBS Providers with <\$10 Million in HCBS Revenue

2026 HCBS Annual Revenue Rank	System Name	State	HCBS Annual Revenue
25	Lutheran Homes of South Carolina Inc.	SC	\$10-\$24 million
26	FellowshipLIFE	NJ	\$10-\$24 million
27	The New Jewish Home	NY	\$10-\$24 million
28	Moorings Park	FL	\$10-\$24 million
29	Eliza Jennings Senior Care Network	OH	\$10-\$24 million
30	Community First Solutions	OH	\$10-\$24 million
31	Springpoint Senior Living, Inc.	NJ	\$10-\$24 million
32	Lutheran SeniorLife	PA	\$10-\$24 million
33	Friendship Villages of St. Louis	MO	\$10-\$24 million
34	Hebrew SeniorLife	MA	<\$10 million
35	Providence Life Services	IL	<\$10 million
36	Alliance Health & Human Services	MA	<\$10 million
37	Cassia	MN	<\$10 million
38	Givens Communities	NC	<\$10 million
39	Presbyterian SeniorCare Network	PA	<\$10 million
40	HumanGood	CA	<\$10 million
41	Community Wellness Partners	NY	<\$10 million
42	Willow Valley Communities	PA	<\$10 million
43	Parker Health Group	NJ	<\$10 million
44	Bethesda Health Group, Inc	MO	<\$10 million
45	Baptist Village Communities	OK	<\$10 million
46	Redstone Presbyterian SeniorCare	PA	<\$10 million
47	The Kendal Corporation	DE	<\$10 million
48	St. John's United	MT	<\$10 million

n = 84

Reflects revenues for those who provided their information.

Organizational Characteristics: Home & Community-Based Services (Continued)

HCBS Providers with <\$10 Million in HCBS Revenue

2026 HCBS Annual Revenue Rank	System Name	State	HCBS Annual Revenue
49	Kintura	NC	<\$10 million
50	Benedictine	MN	<\$10 million
51	Sunnyside Communities	VA	<\$10 million
52	Christian Healthcare Center	NJ	<\$10 million
53	Life Enriching Communities	OH	<\$10 million
54	BHI Senior Living, Inc.	IN	<\$10 million
55	United Methodist Communities	NJ	<\$10 million
56	Bishop Gadsden Episcopal Retirement Community	SC	<\$10 million
57	Morningside Ministries	TX	<\$10 million
58	Landis Communities	PA	<\$10 million
59	Legacy Lifecare, Inc.	MA	<\$10 million
60	Sun Health	AZ	<\$10 million
61	Christian Care Companies	AZ	<\$10 million
62	Messiah Lifeways	PA	<\$10 million
63	Christian Living Communities	CO	<\$10 million
64	American Baptist Homes of the Midwest	MN	<\$10 million
65	National Lutheran Communities and Services	MD	<\$10 million
66	Menno-Haven, Inc.	PA	<\$10 million
67	Lutheran Services Carolinas	NC	<\$10 million
68	LifeSpire of Virginia	VA	<\$10 million
69	Eskaton	CA	<\$10 million
70	Wesbury United Methodist Community	PA	<\$10 million
71	Garden Spot Communities	PA	<\$10 million
72	United Methodist Homes	NY	<\$10 million

n = 84

Reflects revenues for those who provided their information.

Organizational Characteristics: Home & Community-Based Services (Continued)

HCBS Providers with <\$10 Million in HCBS Revenue

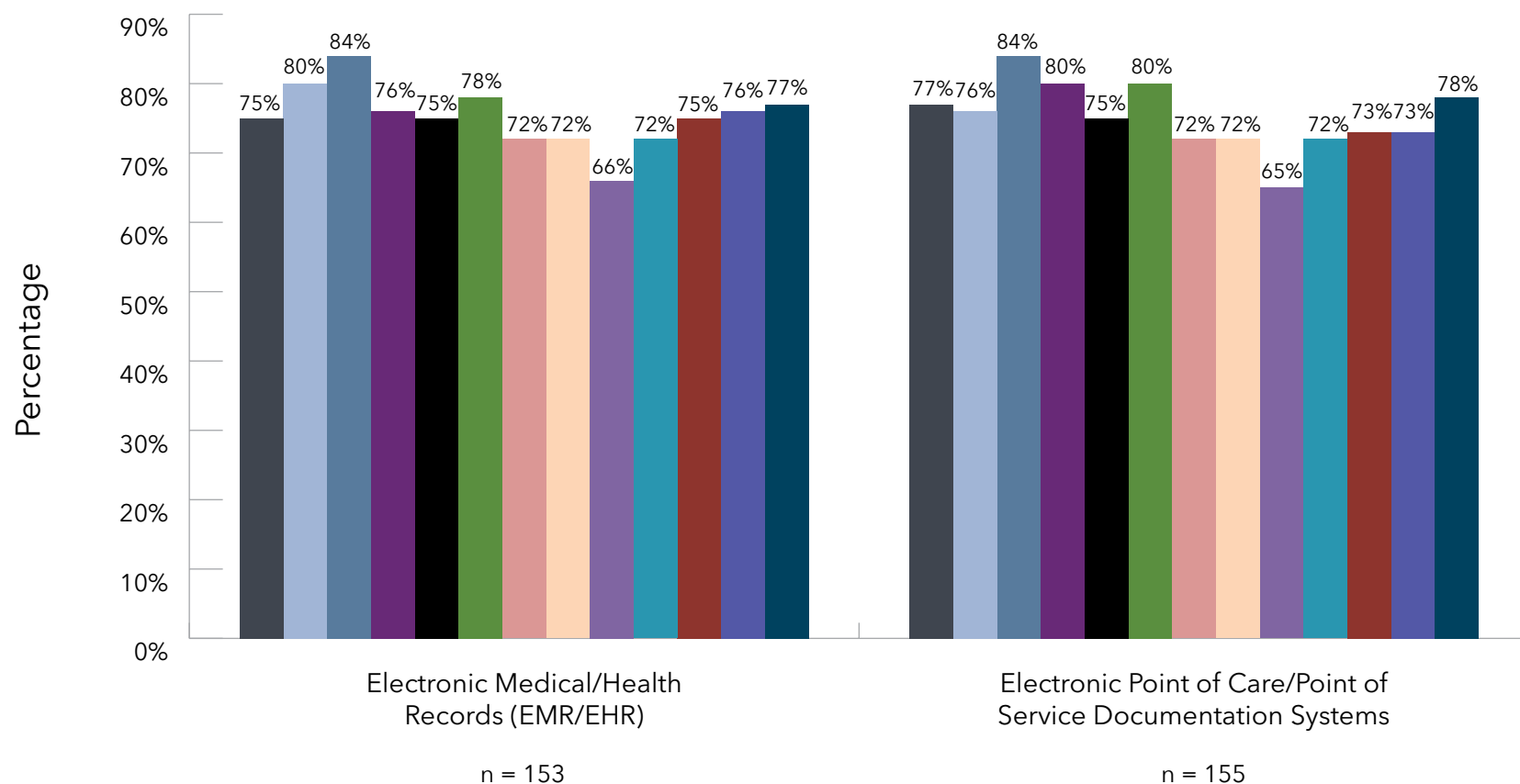
2026 HCBS Annual Revenue Rank	System Name	State	HCBS Annual Revenue
73	The Loomis Communities	MA	<\$10 million
74	Masonic Homes of Kentucky, Inc	KY	<\$10 million
75	United Church Homes	OH	<\$10 million
76	Christian Care Communities	KY	<\$10 million
77	ThriveMore	NC	<\$10 million
78	Simpson Senior Services	PA	<\$10 million
79	Pleasant View Communities	PA	<\$10 million
80	Buckner Retirement Services	TX	<\$10 million
81	Lutheran Life Villages	IN	<\$10 million
82	Sunset Manor, Inc.	MI	<\$10 million
83	Asbury Communities, Inc.	MD	<\$10 million
84	Brethren Retirement Community	OH	<\$10 million

n = 84

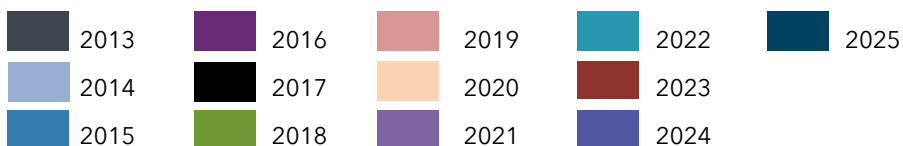
Reflects revenues for those who provided their information.

Organizational Characteristics: Technology Adoption

Percentage of Communities/Operations Using Electronic Documentation Technologies

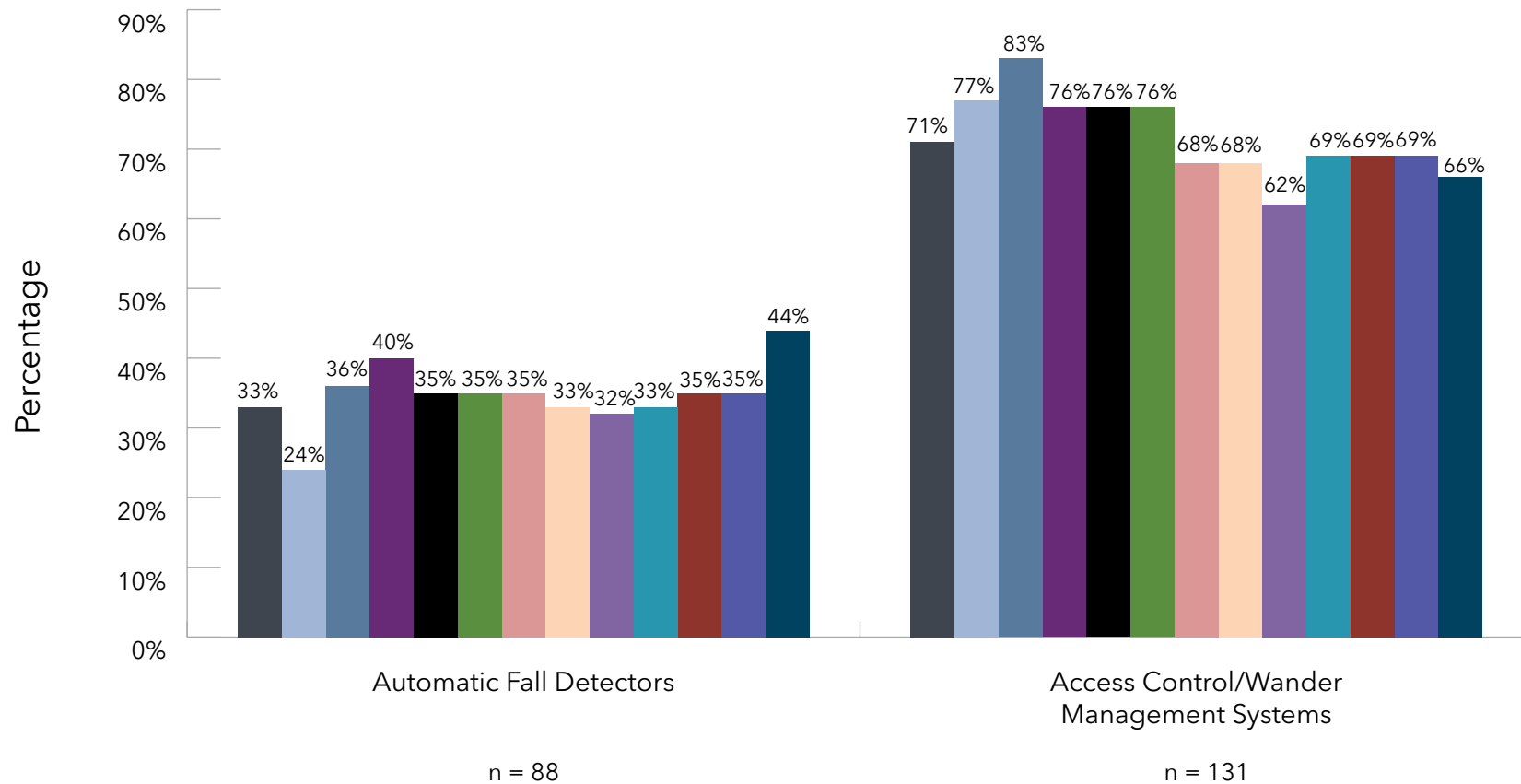


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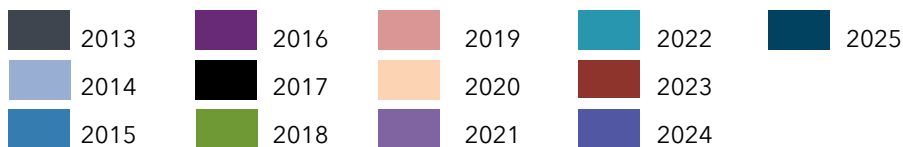


Organizational Characteristics: Technology Adoption

Percentage Communities/Operations Using Safety Monitoring Technologies

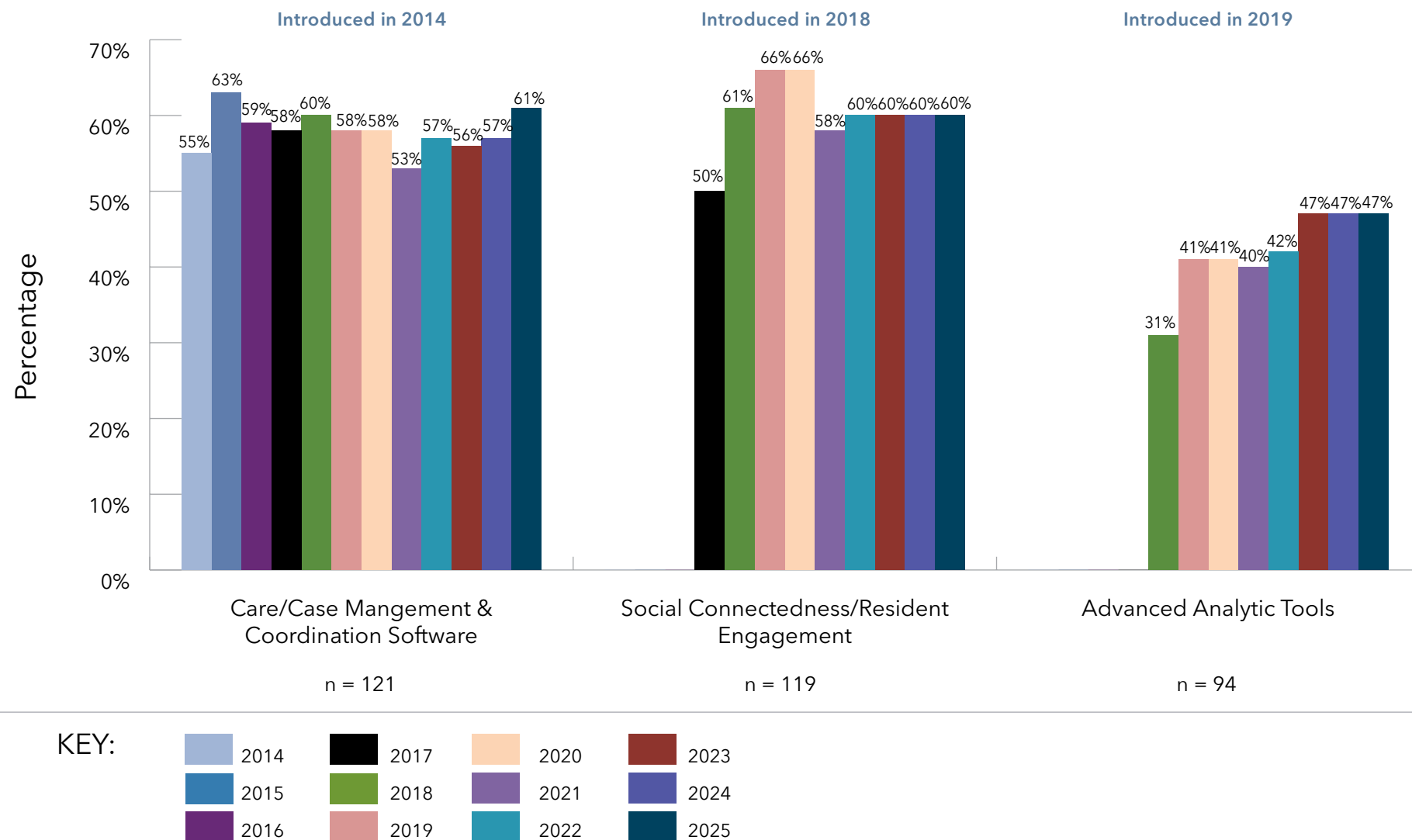


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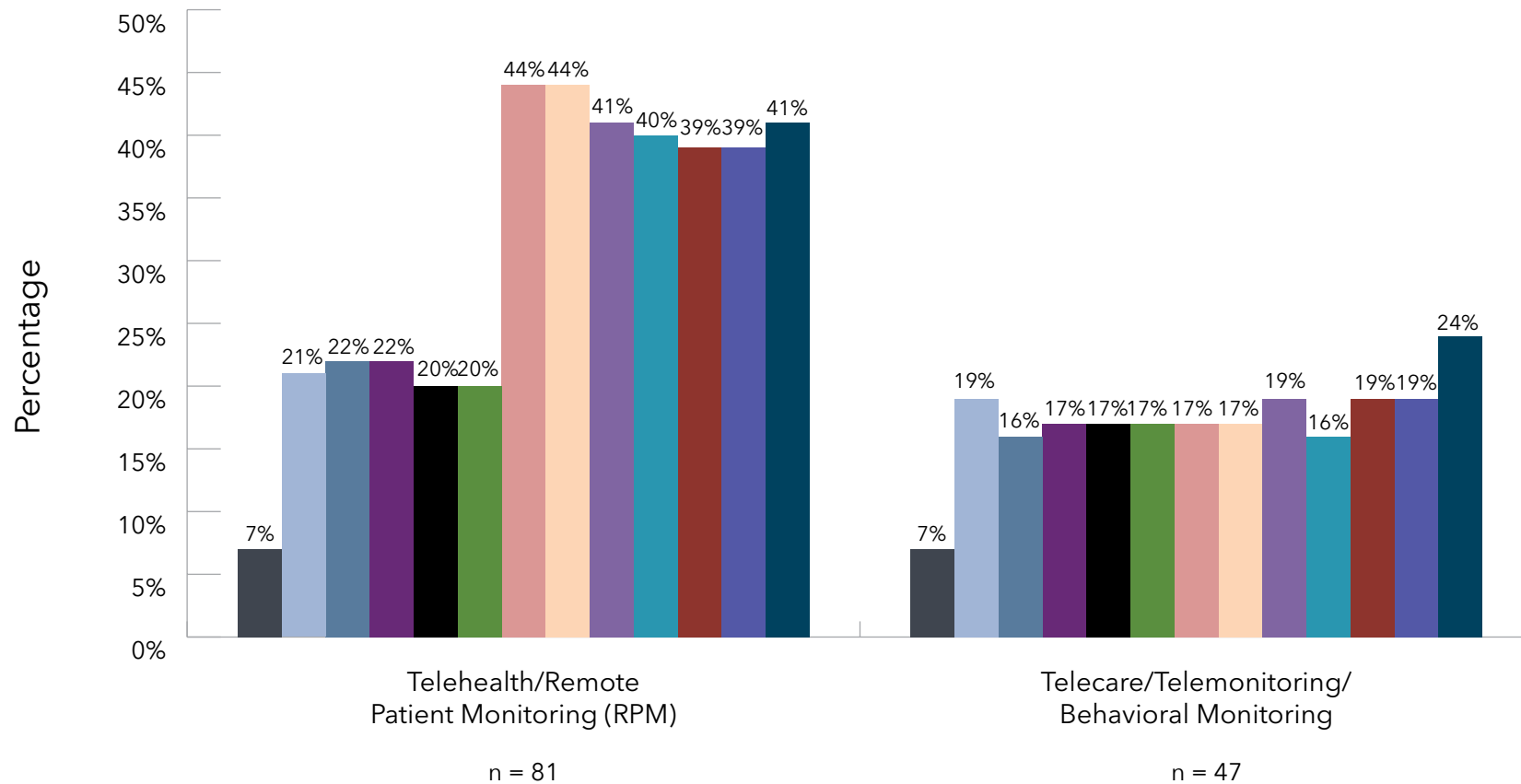
Organizational Characteristics: Technology Adoption

Percentage of Coordination Software & Resident Engagement Technologies

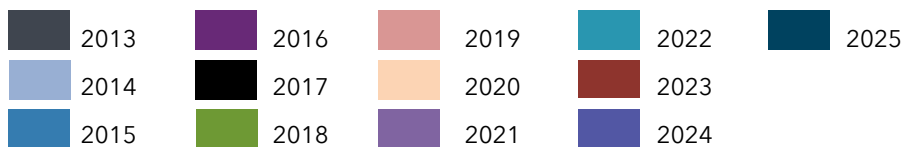


Organizational Characteristics: Technology Adoption

Percentage of Communities/Operations Using Health & Wellness Monitoring Technologies

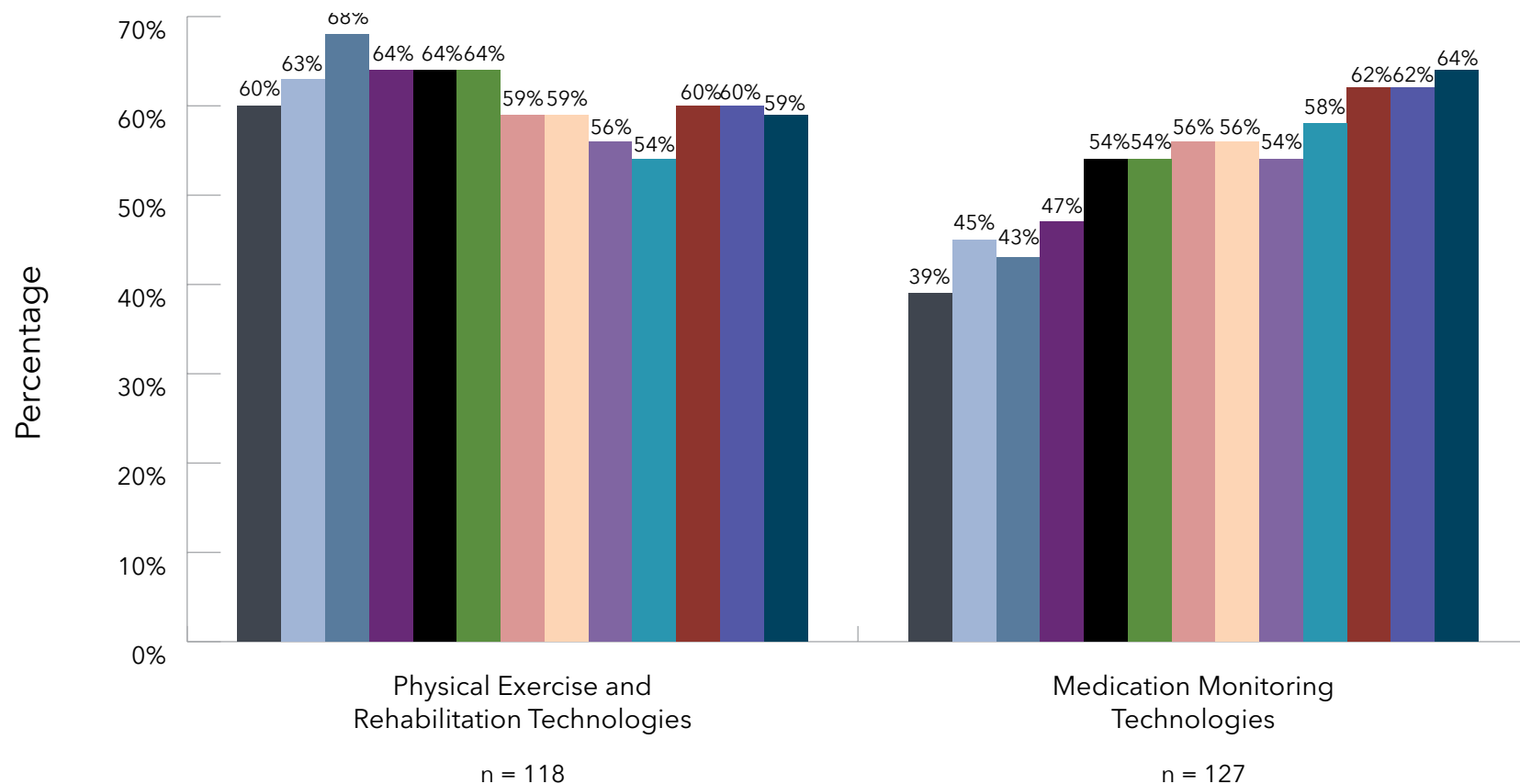


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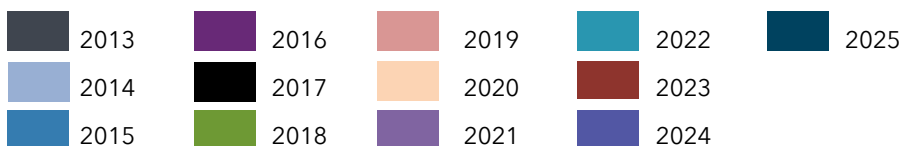


Organizational Characteristics: Technology Adoption

Percentage of Communities/Operations Using Health & Wellness Monitoring Technologies

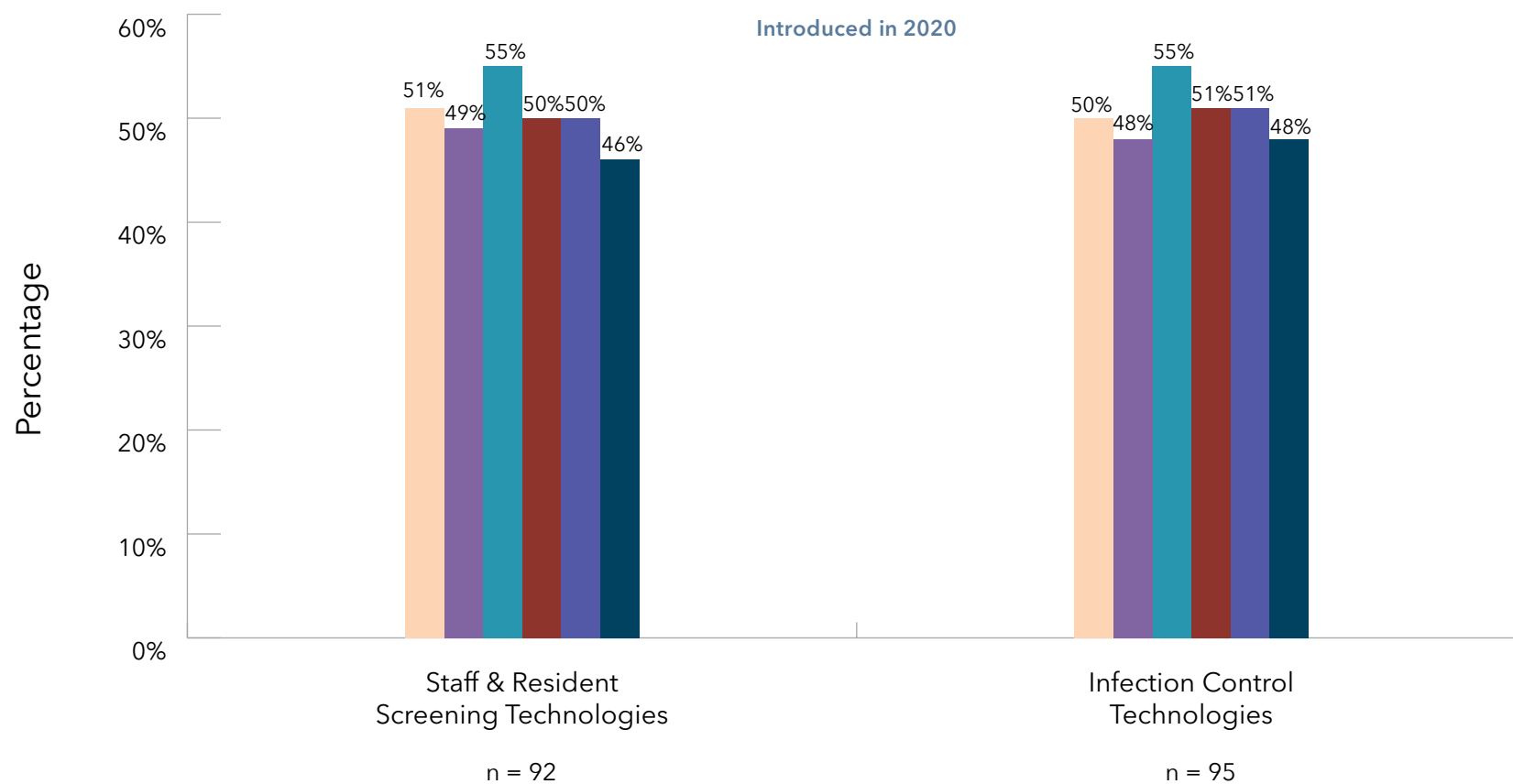


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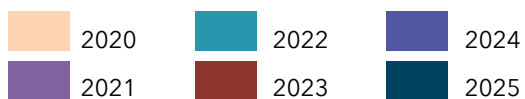


Organizational Characteristics: Technology Adoption

Percentage of Communities/Operations Using Staff & Resident Screening and Infection Control Technologies



KEY:



Organizational Characteristics: Technology Adoption

Type of EMR/EHR Technology

Technology

Beginning with the 2013 LZ 100, information was gathered regarding the adoption of various aging-related technologies. The technology findings are integrated into section 4-19. The majority of LZ 200 organizations, 66% respectively, reported adopting Access Control/Wander Management Systems. Additional detailed findings are reported throughout that section. Data was once again gathered this year for single-site organizations. Chapter 6 reveals the proportion of those organizations who have adopted various technologies.

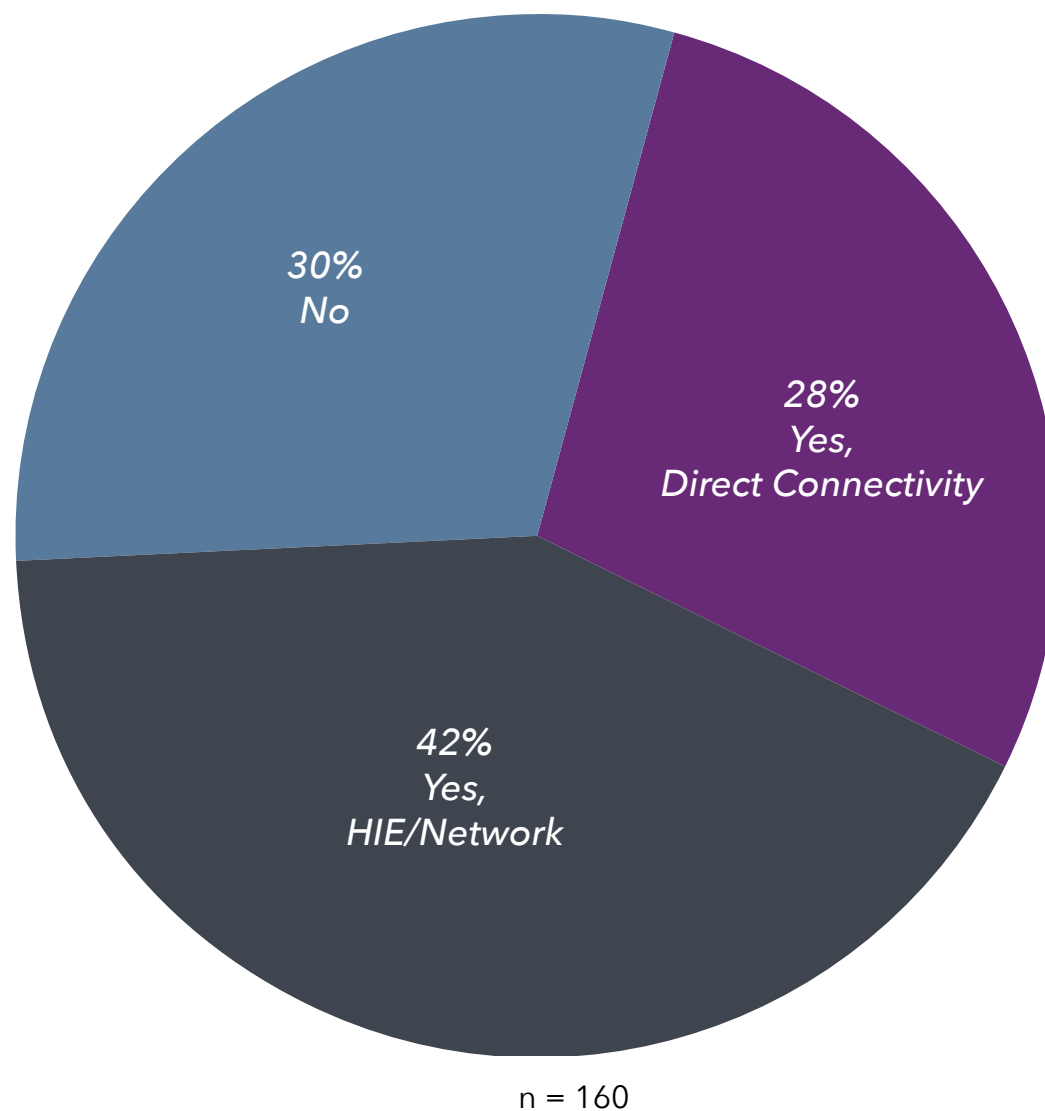
Type of EMR/EHR Technology	
Most Mentions	# of Mentions
PointClickCare	117
MatrixCare	26
Netsmart/MyUnity	16
HC-HB (Homecare Homebase) & HHAeXchange	6
Eldermark	5
Wellsky	5
Clear Care	4
Other	31

n = 153

153 responses, but multiple mentions

Organizational Characteristics: Technology Adoption

Health Information Exchange



Organizational Characteristics: Technology Adoption

Type of Physical Robot

Robotic Technology

Adoption of robotic solutions utilized in community operations.

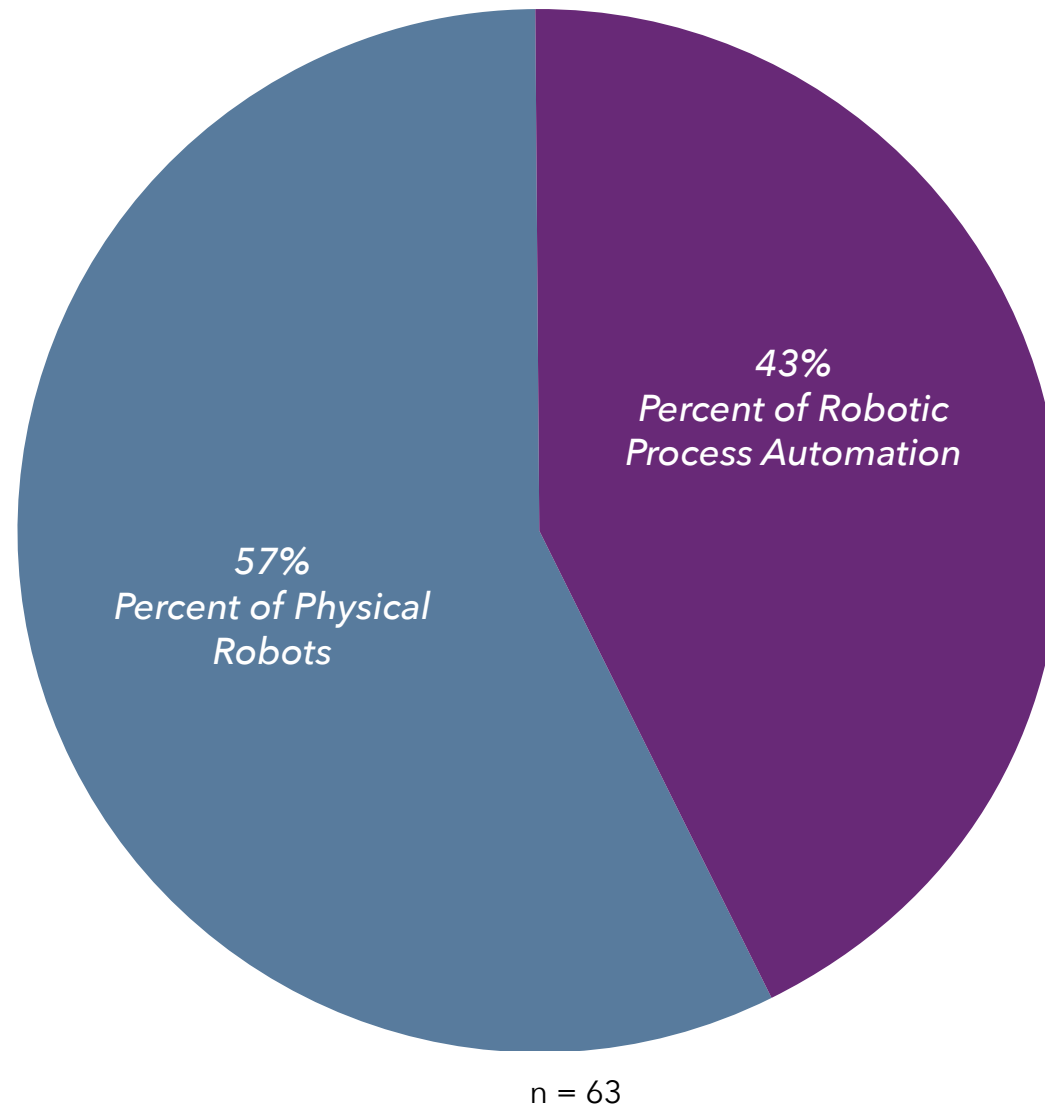
% Physical Robots Types	
Most Mentions	# of Mentions
Bear Robotics Inc./Servi	27
ICE Cobotics/Roomba (Commercial Grade)	15
Power Automate/PowerApps	6
Microsoft Dynamics 365/Grammarly & Copilot	5
Omnicell/Keyence	3
RichTech	3
Staff Augmentation Robotic Assistant/HR-Chattr	3
Softbank Robots	3
Sage Intact/Selenium WebDriver	2
Commercial Robotic Lawn Mowers	2

n = 50

50 responses, but multiple mentions

Organizational Characteristics: Technology Adoption

Robotic Technology

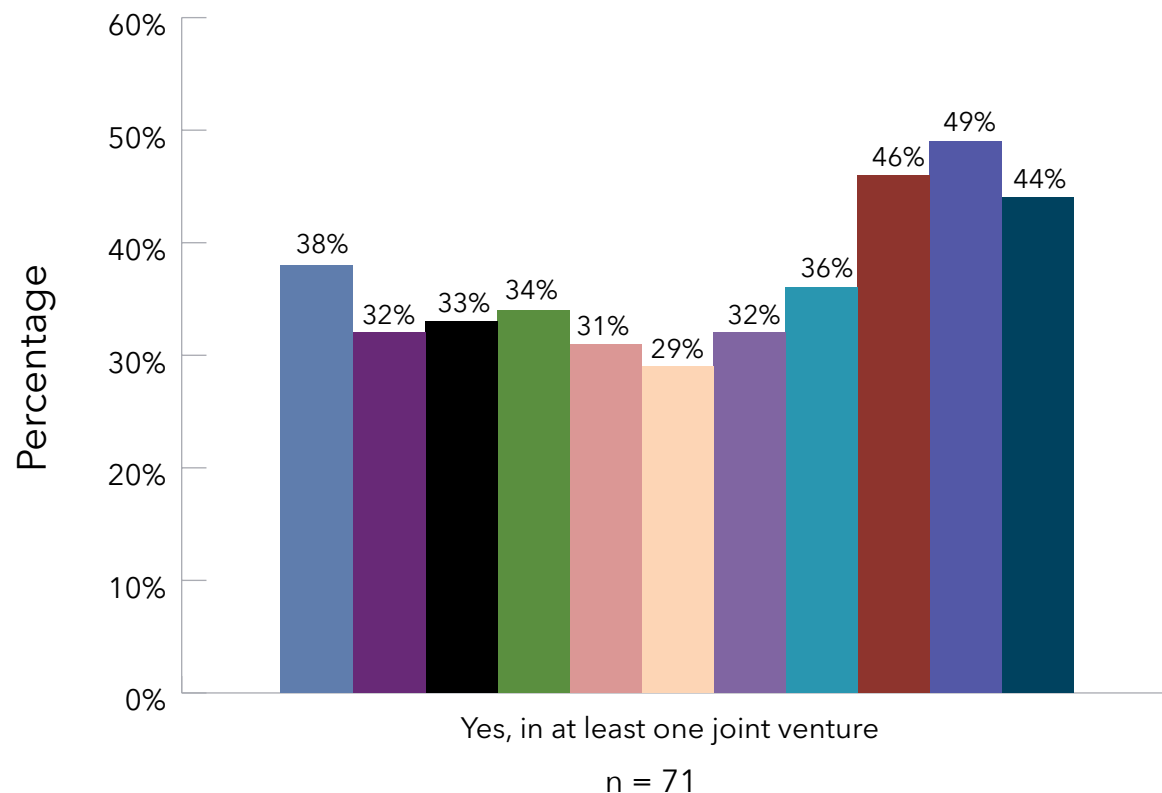


Organizational Characteristics: Joint Ventures

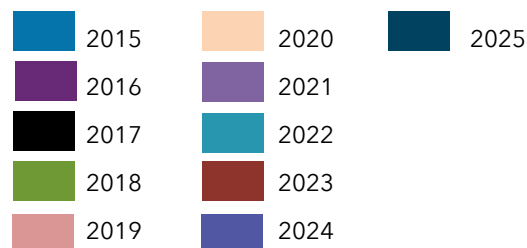
Percentage Engaged in a Joint Venture

Joint Ventures

In-line with trending around partnerships and collaboration, the publication explores the number of LZ 200 organizations that are engaged in joint ventures. Slightly more than one-third of the LZ 200 organizations reported being in a joint venture, most commonly, with another not-for-profit organization, a hospital/health system or a home health/home care agency.



KEY:



Organizational Characteristics: Joint Ventures

Type of Joint Venture

Type of Joint Venture/With Whom	
Most Mentions	# of Mentions
Another NFP Senior Living Provider	72
Home Health/Home Care	44
Hospital/Health System/Mobile Medical	26
Physician's Group	23
Hospice	21
HUD/Affordable Housing	18
PACE	13
Case Management	12
Rehabilitation/Therapy	10
Church/University	6
Pharmacy	5
Builder/Developer	4
Senior Care Cooperative	4
International Recruitment Services	4

n = 71

71 responses, but multiple mentions

Chapter 5

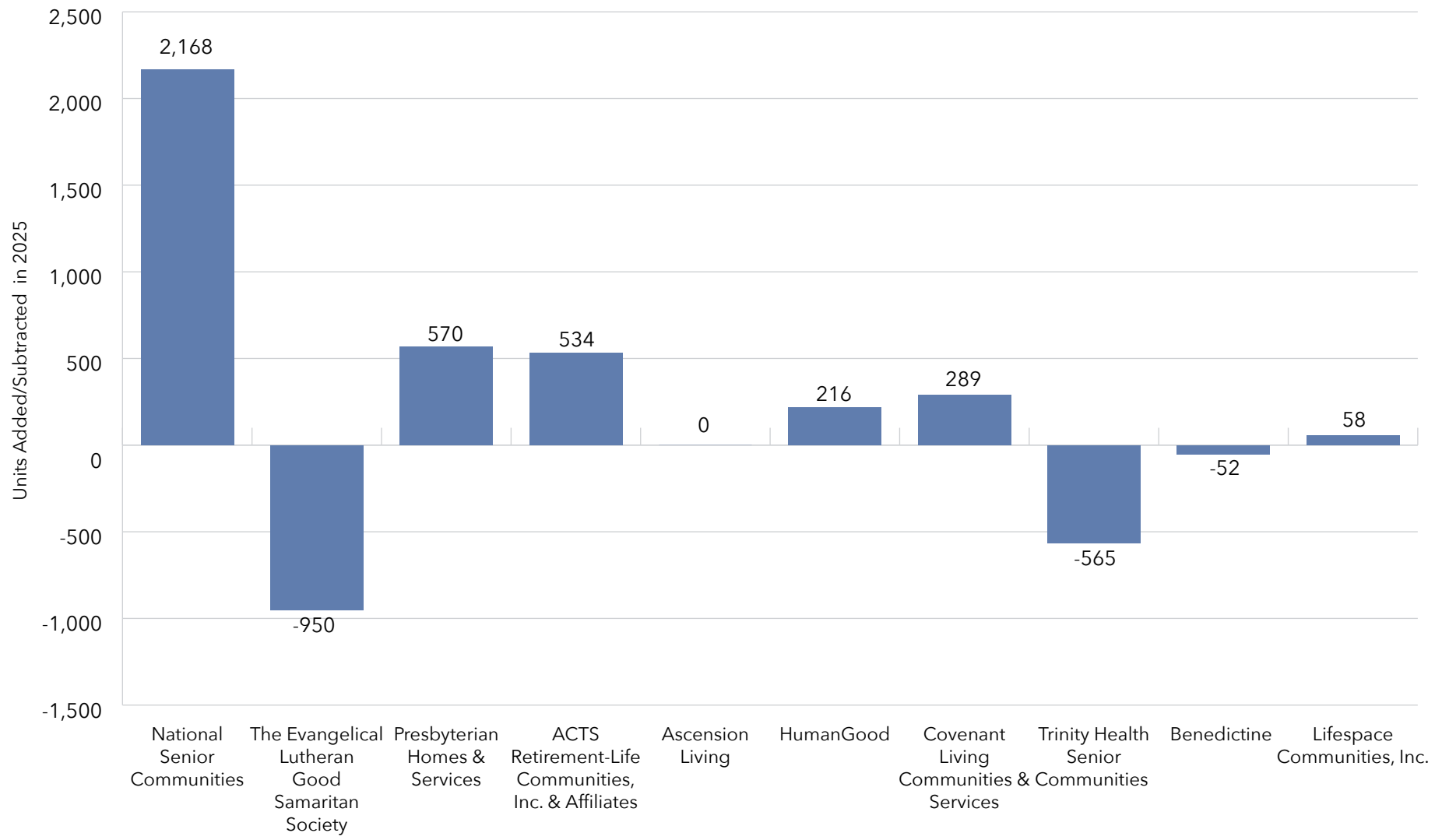
Growth and Change

This section is focused on the ways the LZ 200 have grown and changed throughout their histories. The prior three year's Largest 10 providers included three new multi-sites: Benedictine, Ascension Living, and Trinity Senior Living Communities. Due to incomplete data for these organizations, the historical pace of growth charts are excluded from the publication.



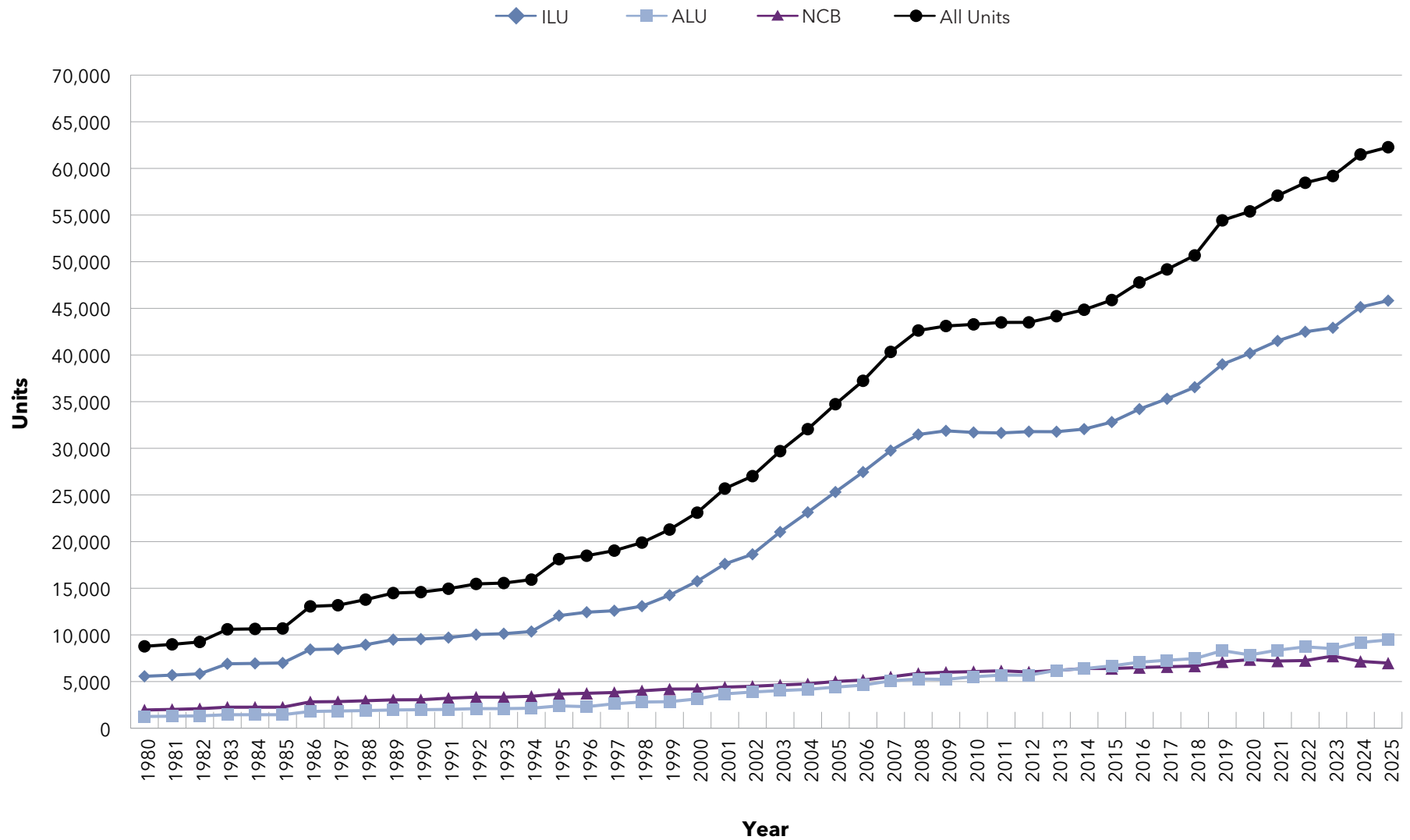


Growth: Growth of Largest 10 Systems



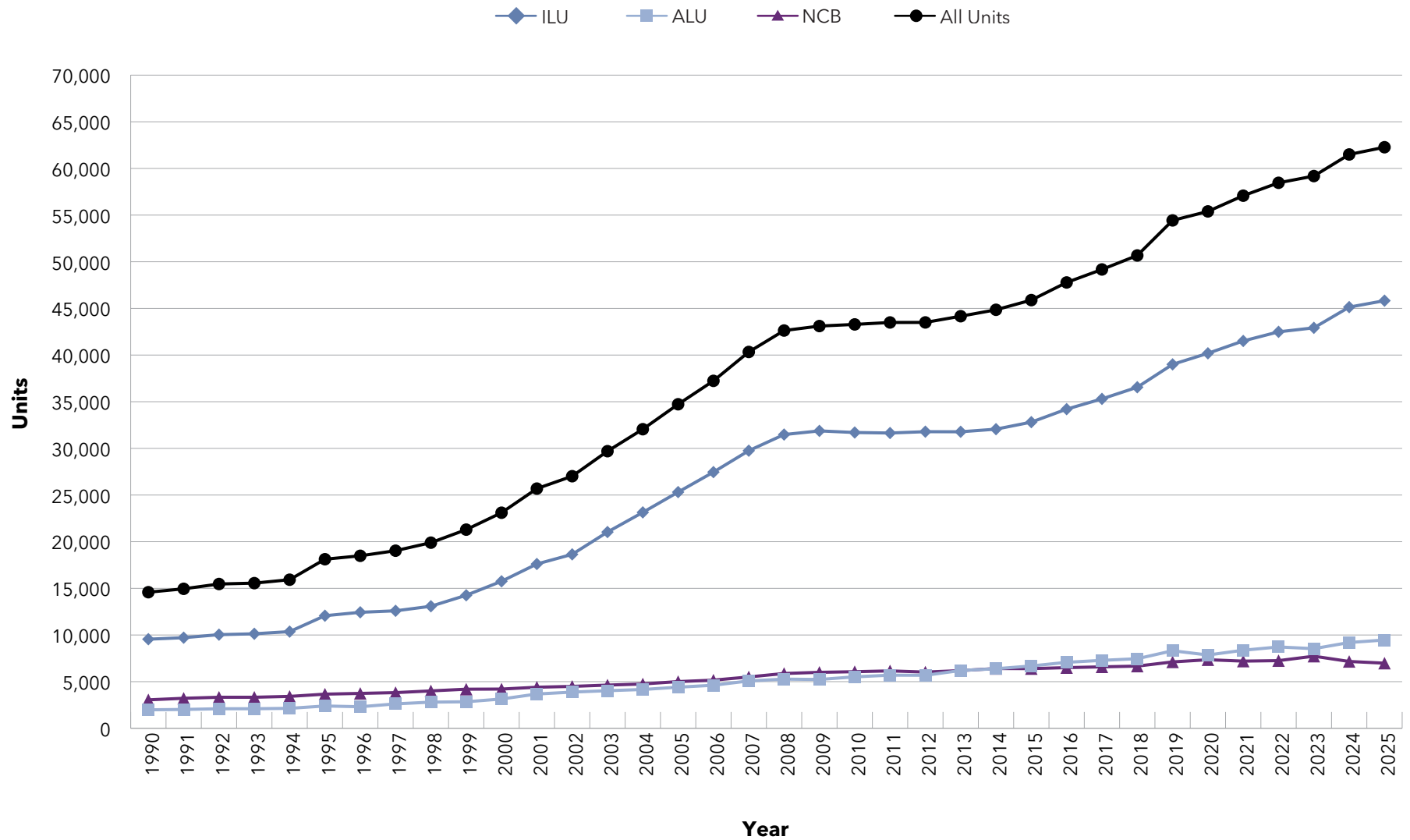
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 1980

(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



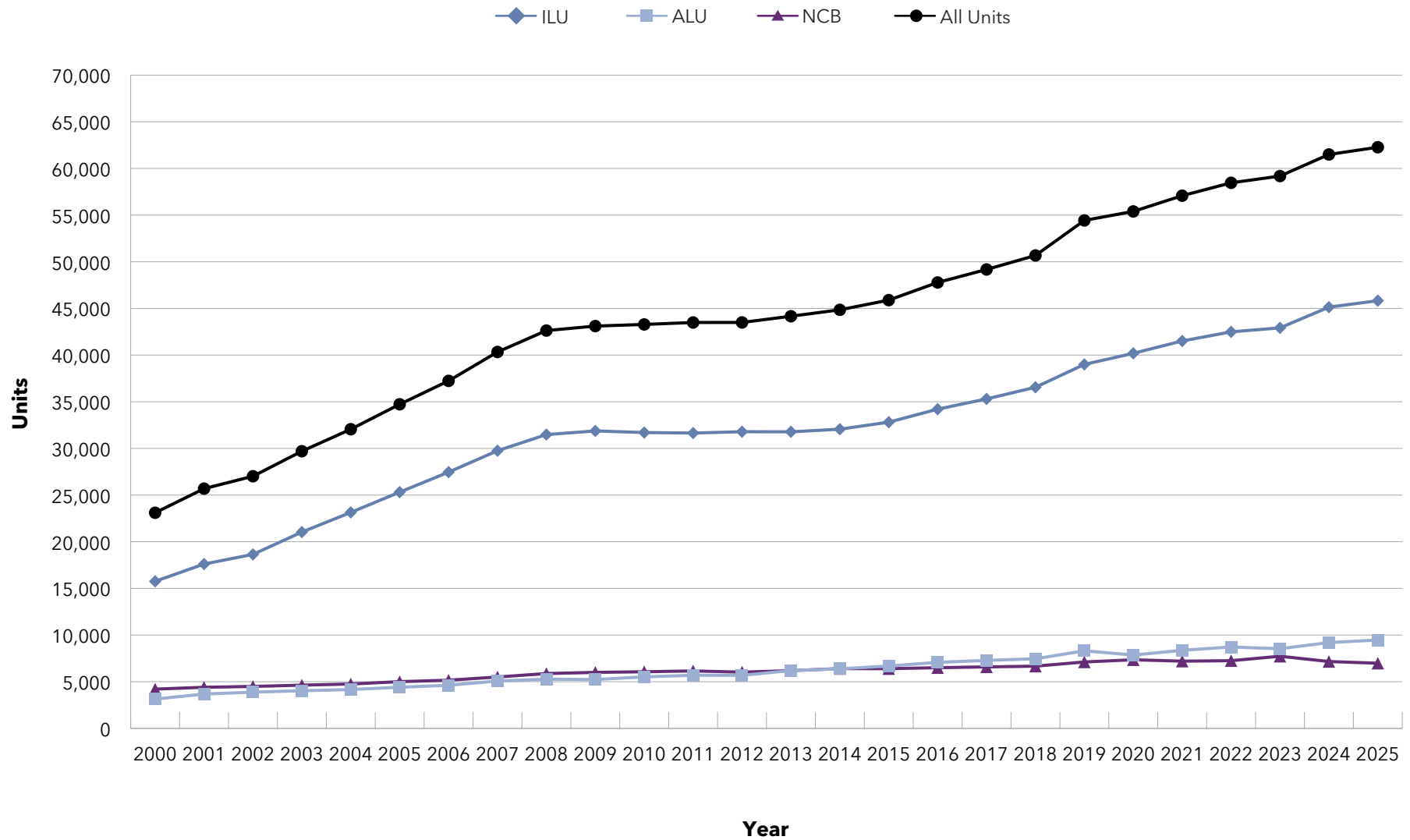
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 1990

(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



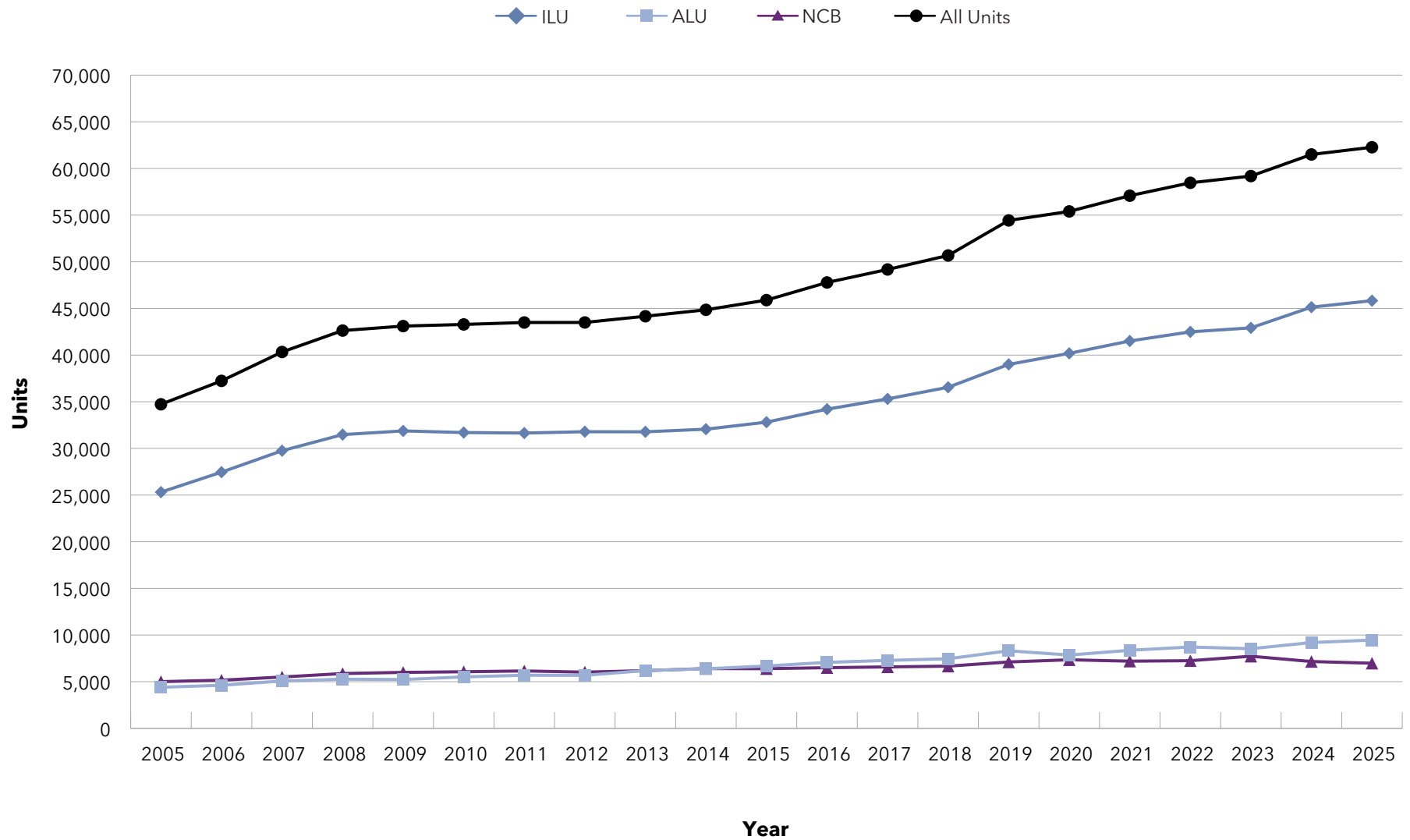
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2000

(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



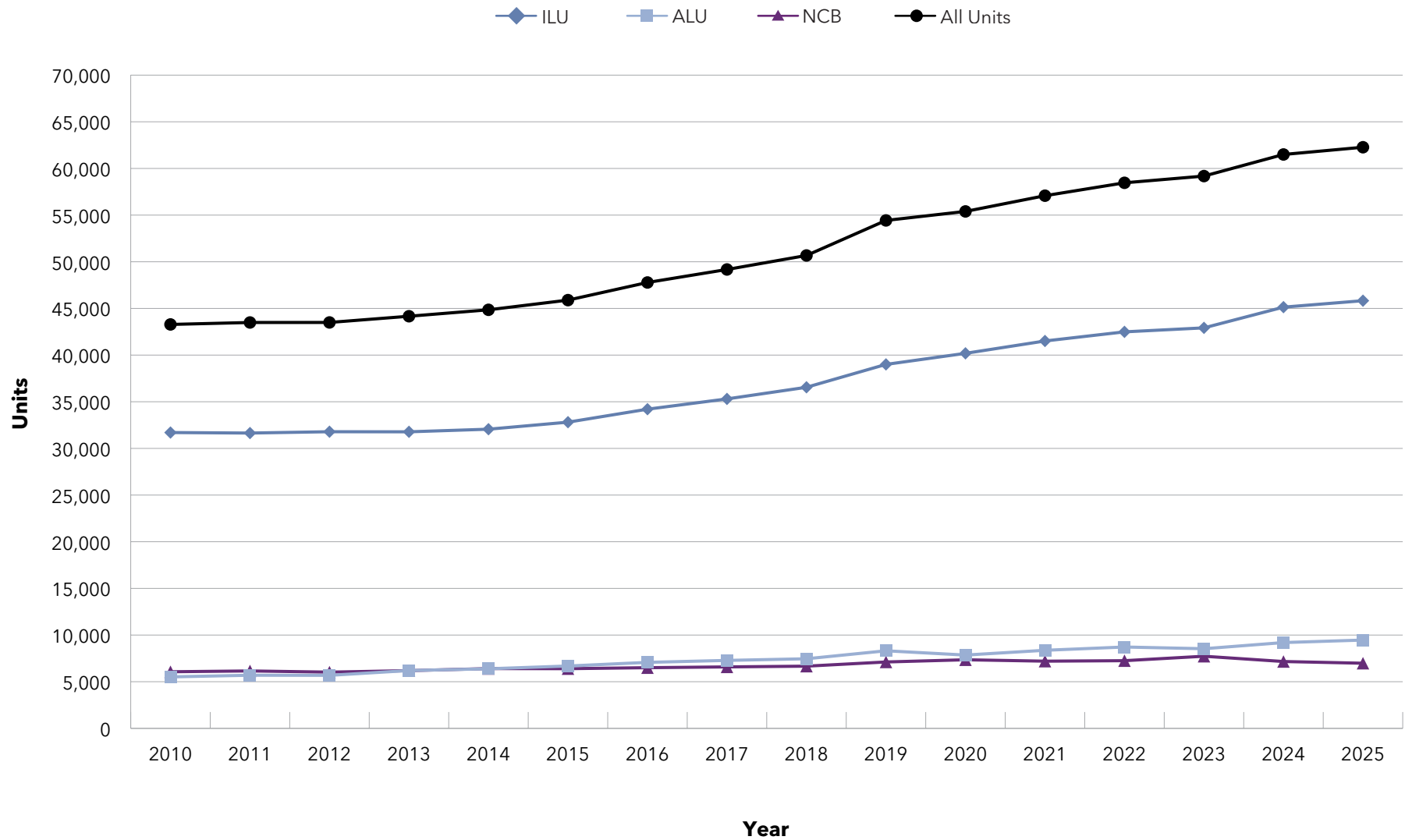
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2005

(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



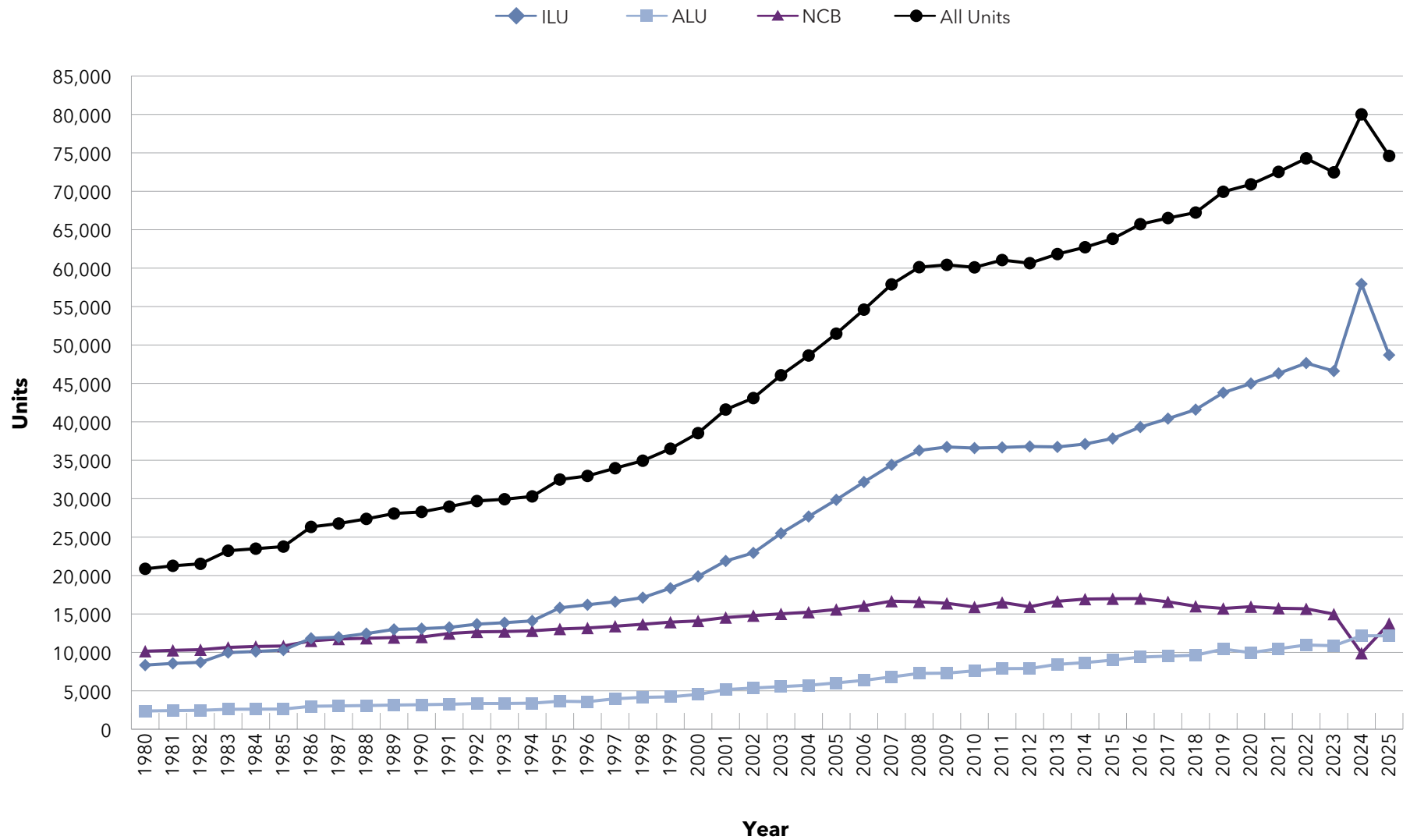
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2010

(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



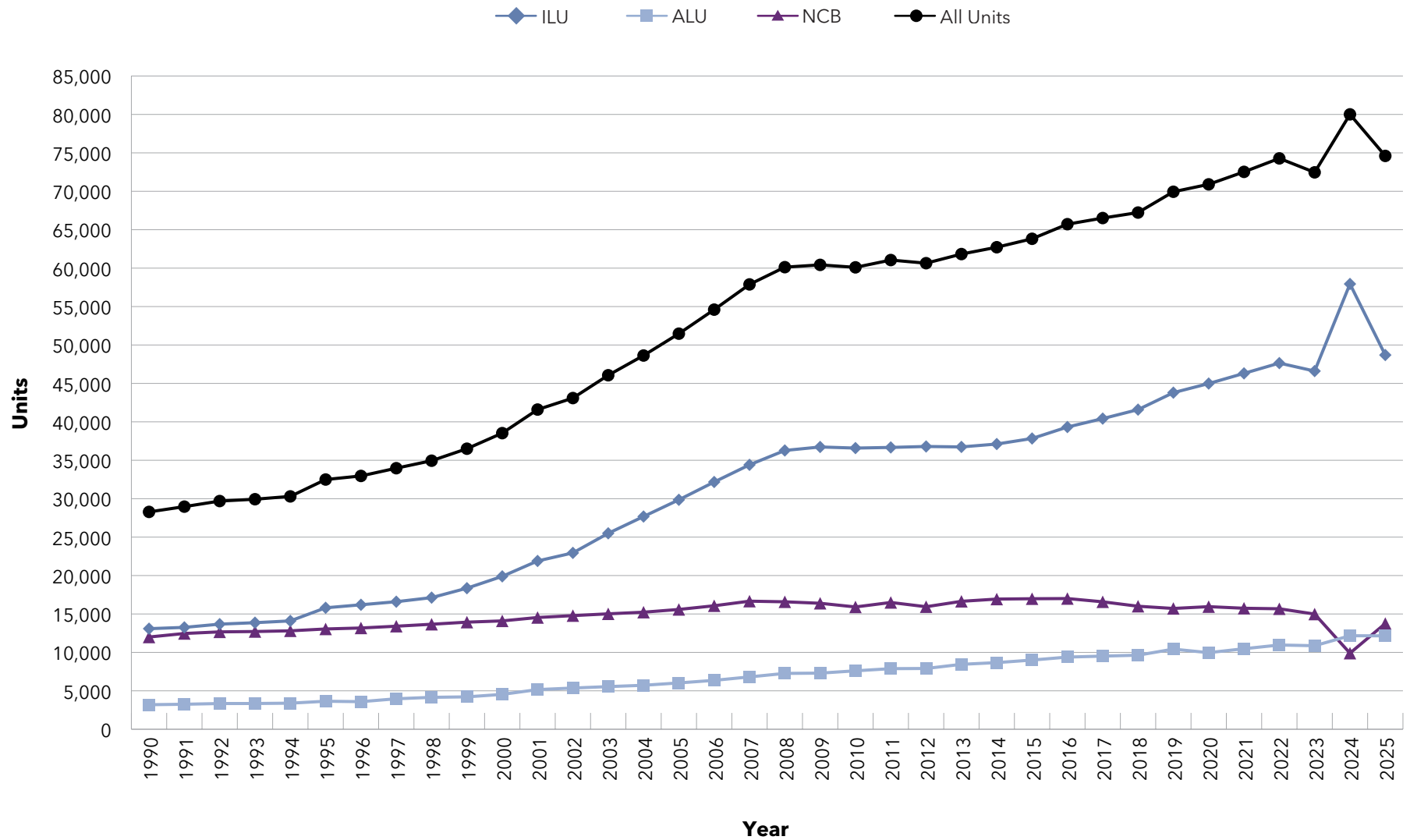
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 1980

(Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



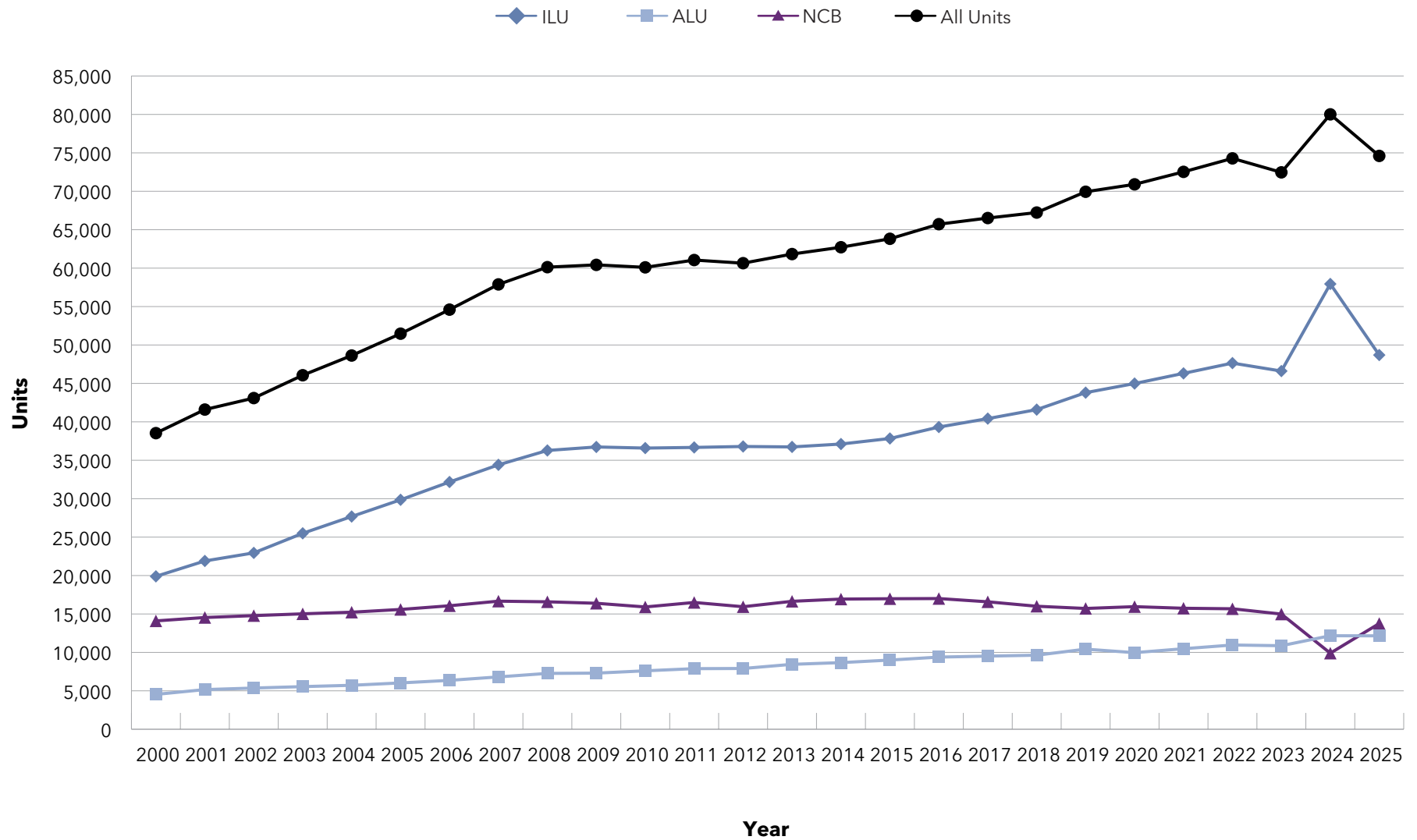
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 1990

(Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



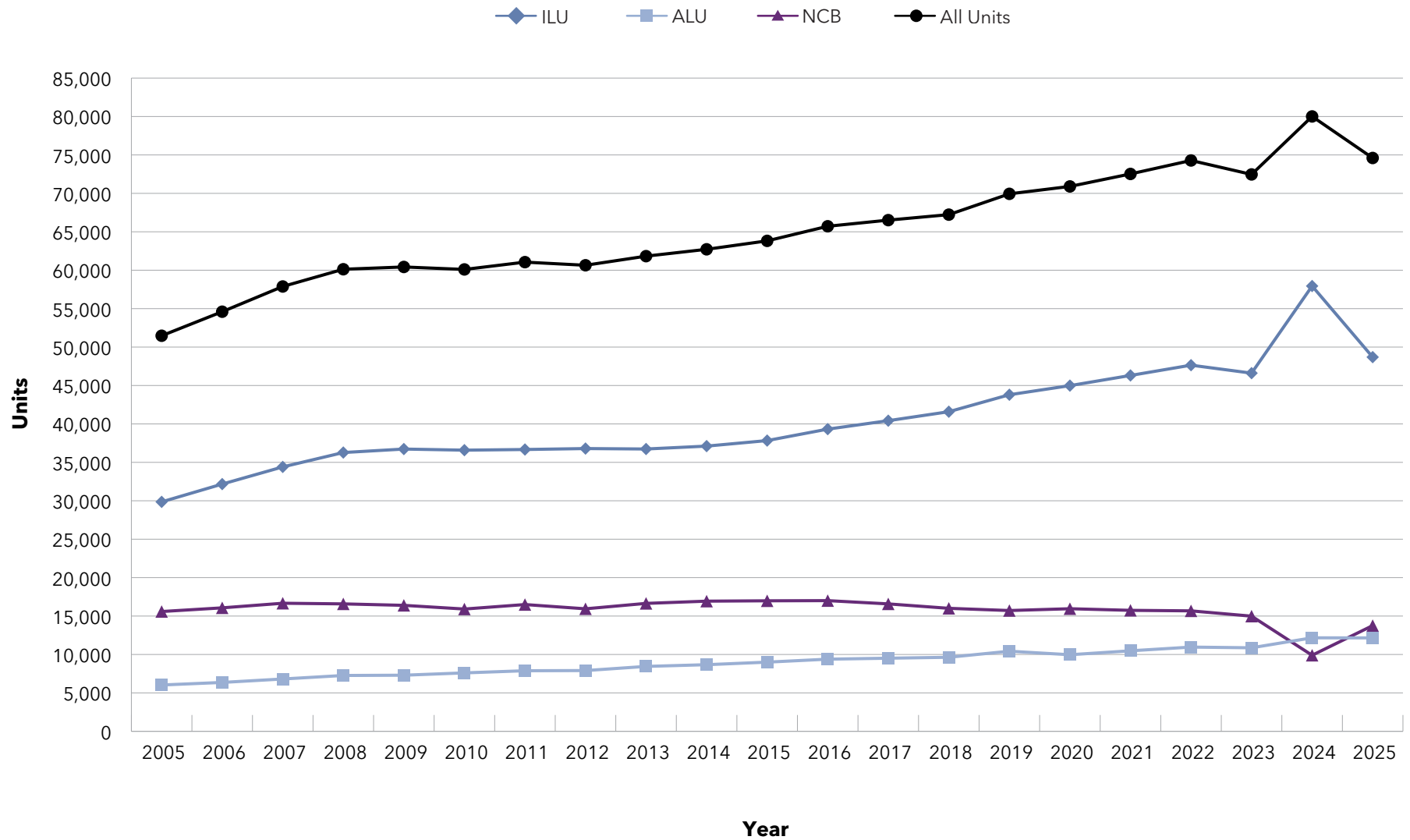
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2000

(Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



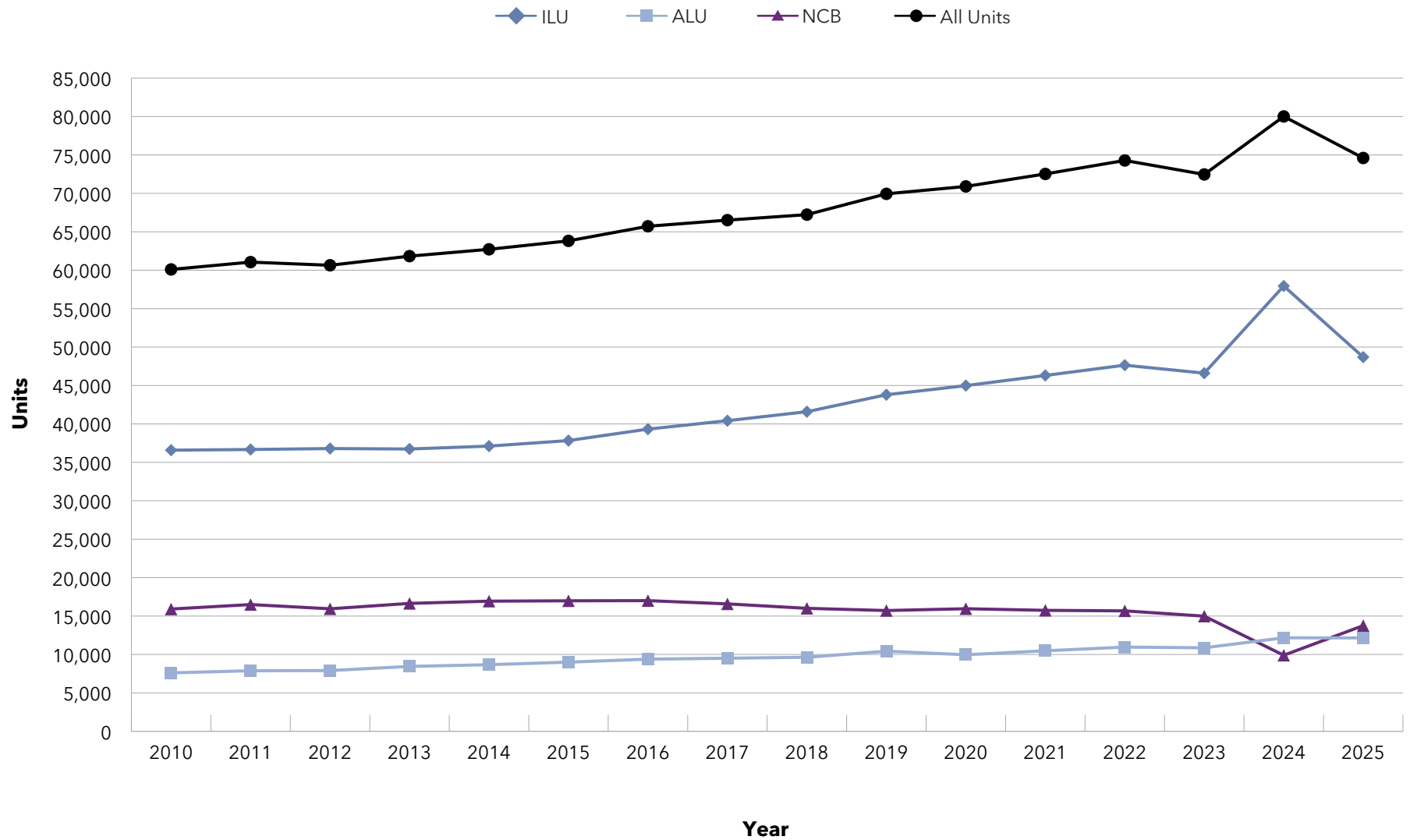
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2005

(Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2010

(Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



Pace of Growth: The Largest 25 Systems

Pace of Growth charts (Charts 5-2a-t) trace the growth patterns of 20 of the 25 largest multi-sites in the LZ 200. Each significant point of growth in a multi-site's history is marked and explained on the chart. Five of the largest 25 organizations of the LZ 200 were excluded because of insufficient historical detail: The Evangelical Lutheran Good Samaritan Society (LZ 200 #2), Ascension Living (LZ 200 #5), Trinity Health Senior Communities (LZ 200 #8), Benedictine Health (LZ 200 #9), and Ecumen (LZ 200 #22). The Pace of Growth charts show the different methods of change the systems are employing. Significant new community

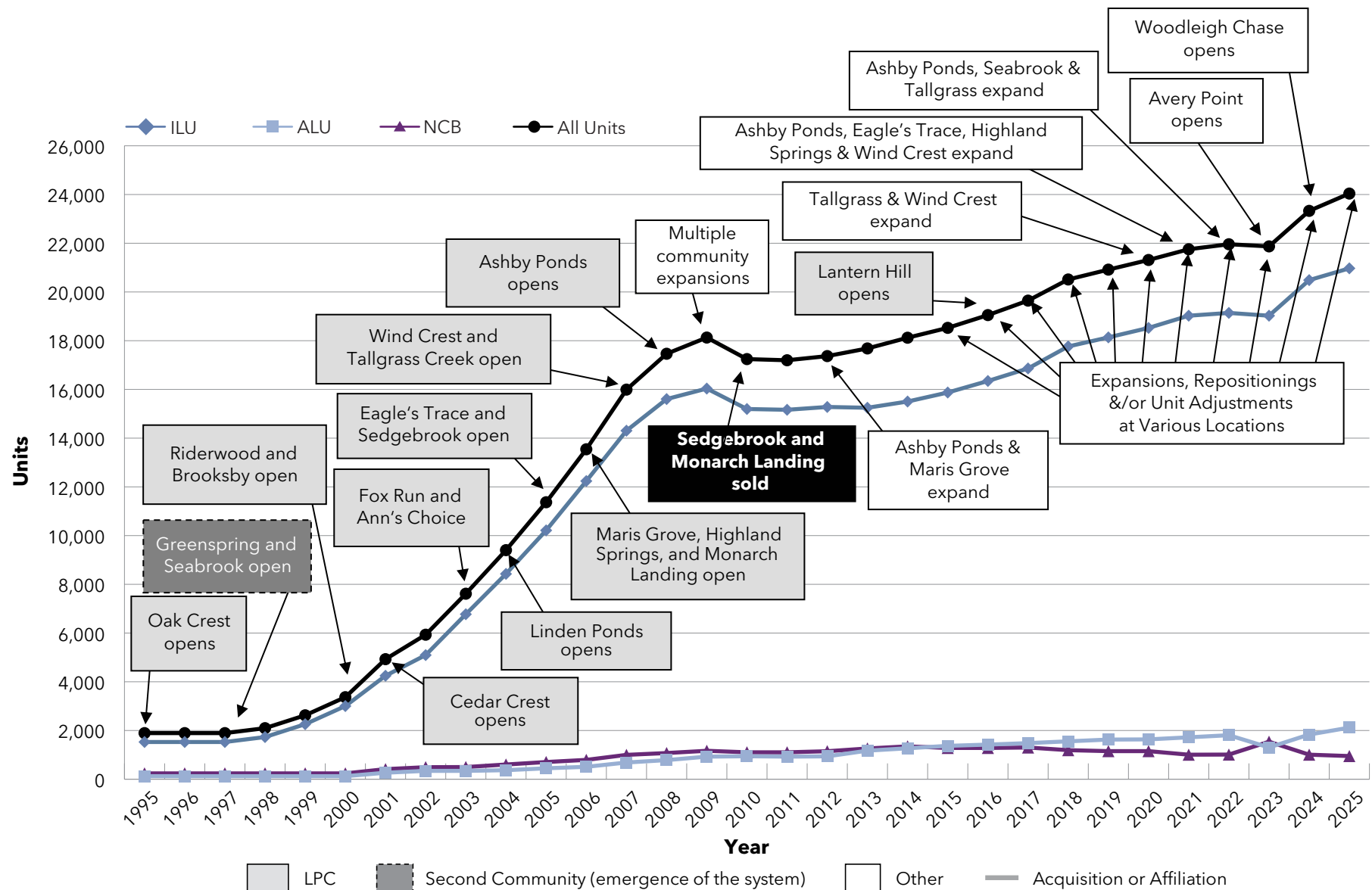
construction and expansions are noted, with the addition of the second community highlighted in a dashed box. Affiliations, acquisitions and mergers (gray-framed box) and dispositions (bold black box) are also highlighted.

We encourage readers to study each of the Pace of Growth charts, comparing not only the differing pace by which these organizations have grown and changed, but the methods by which these changes have occurred.



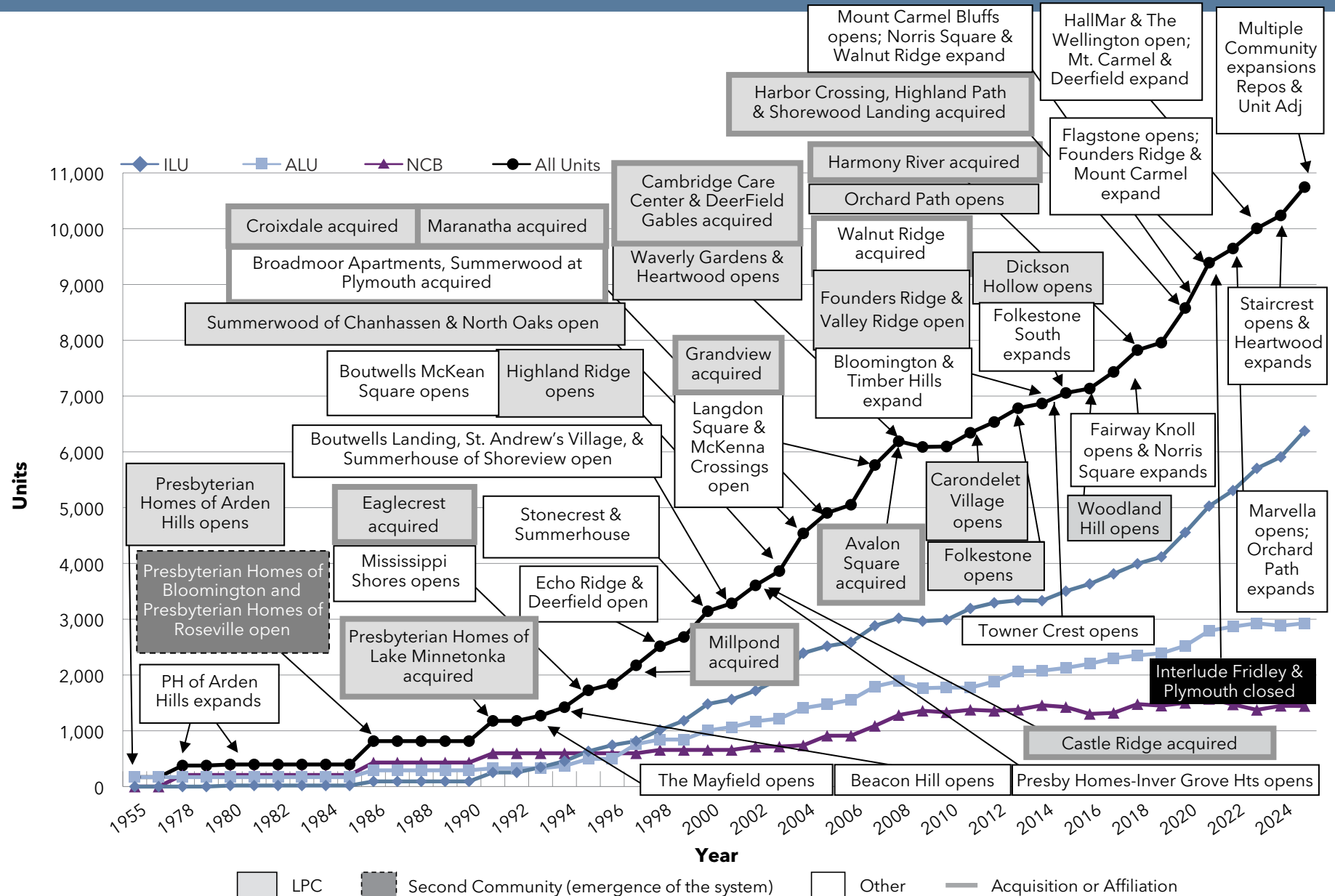
Growth: Pace of Growth

National Senior Communities (DC) Text boxes point to opening date of first phase of communities



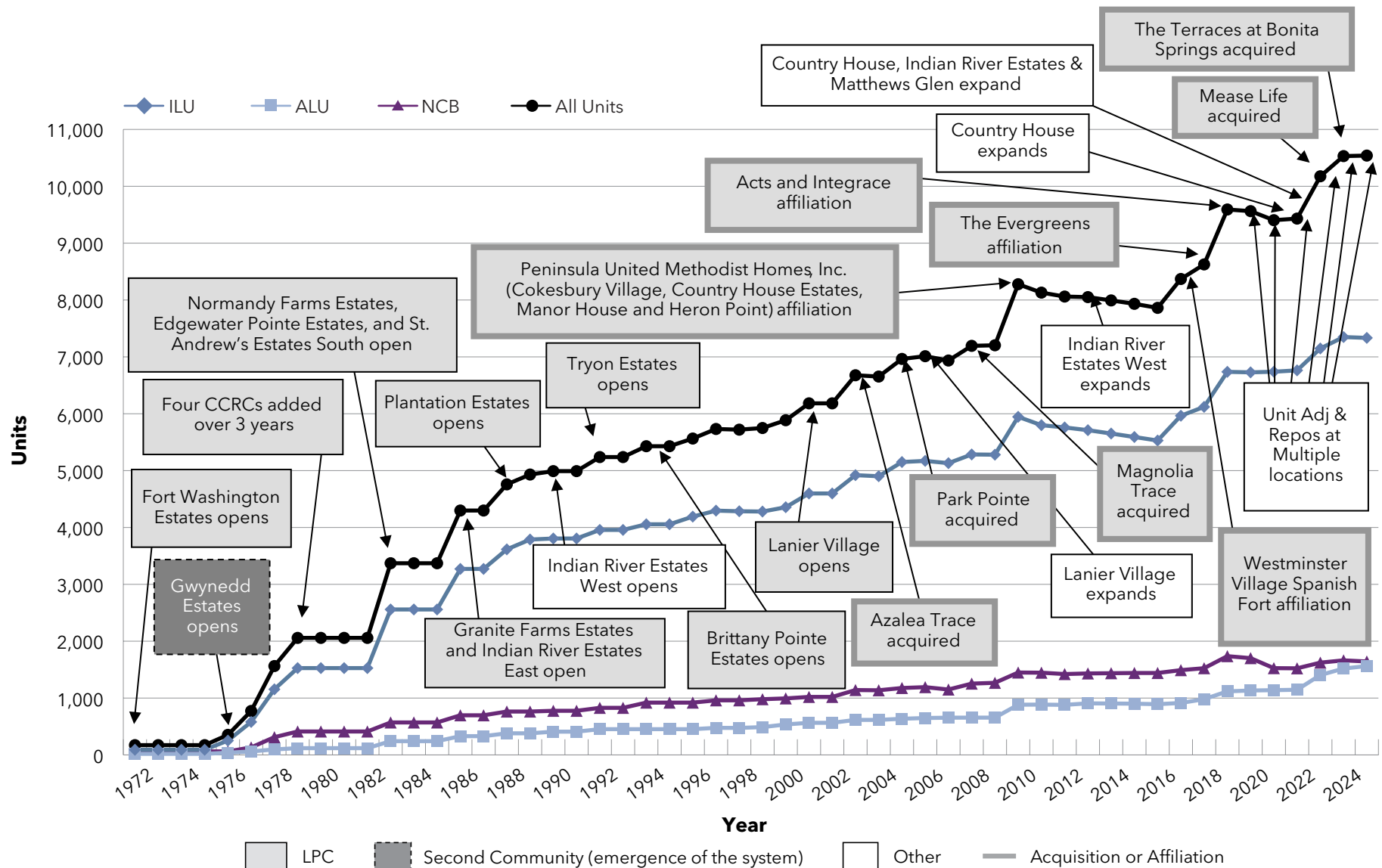
Growth: Pace of Growth

Presbyterian Homes and Services (MN)



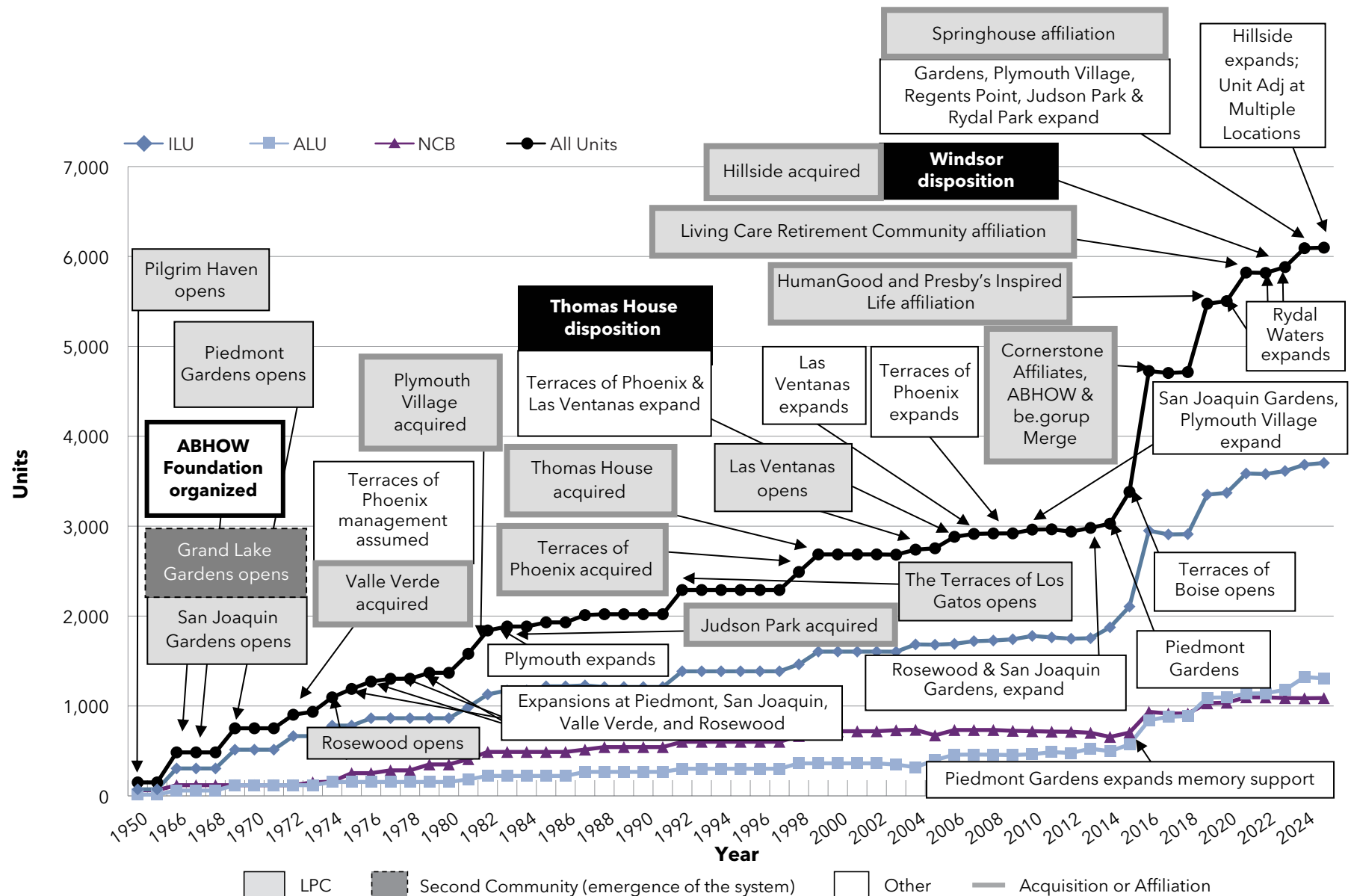
Growth: Pace of Growth

Acts Retirement-Life Communities (PA)



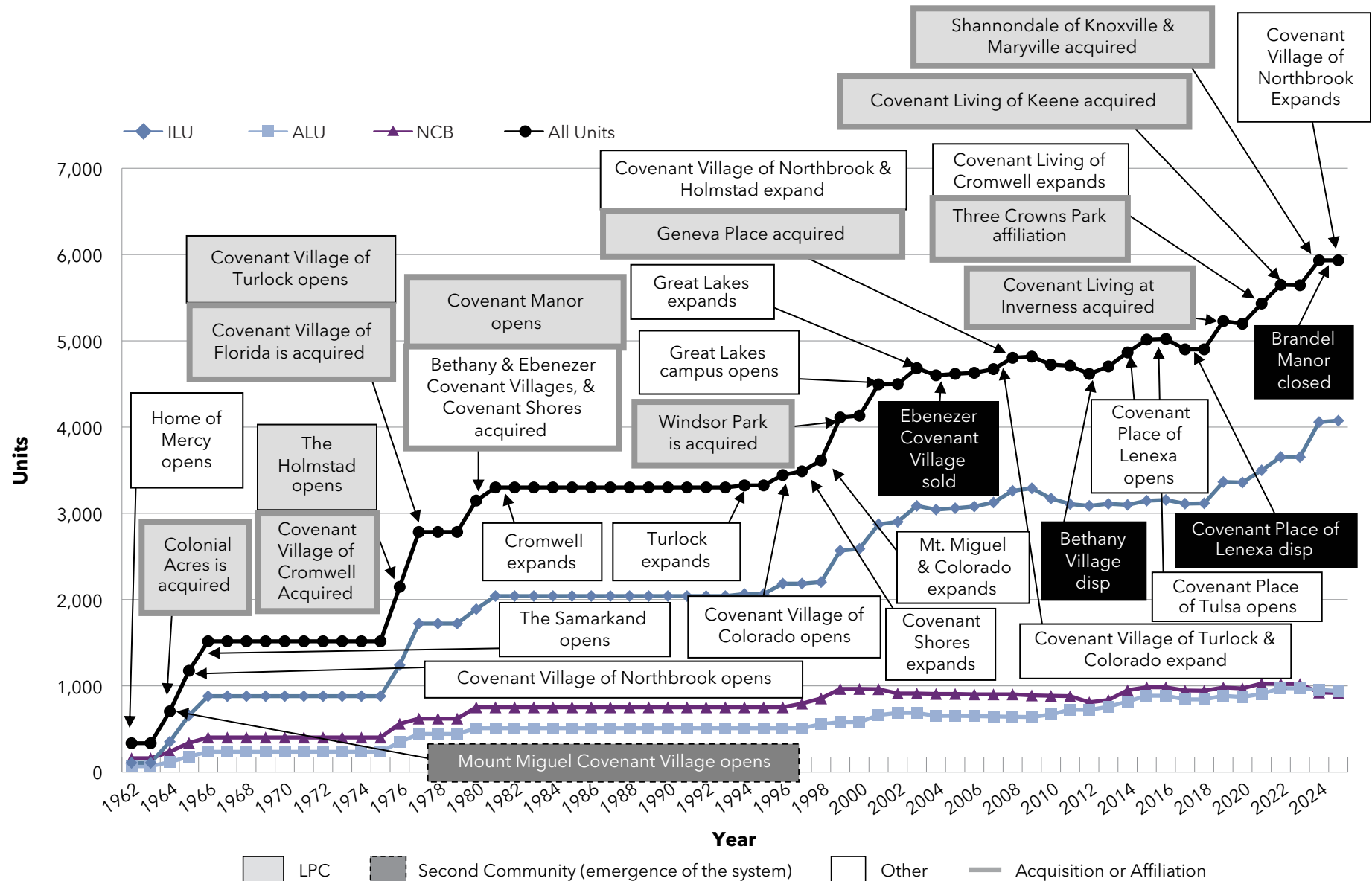
Growth: Pace of Growth

HumanGood (CA)



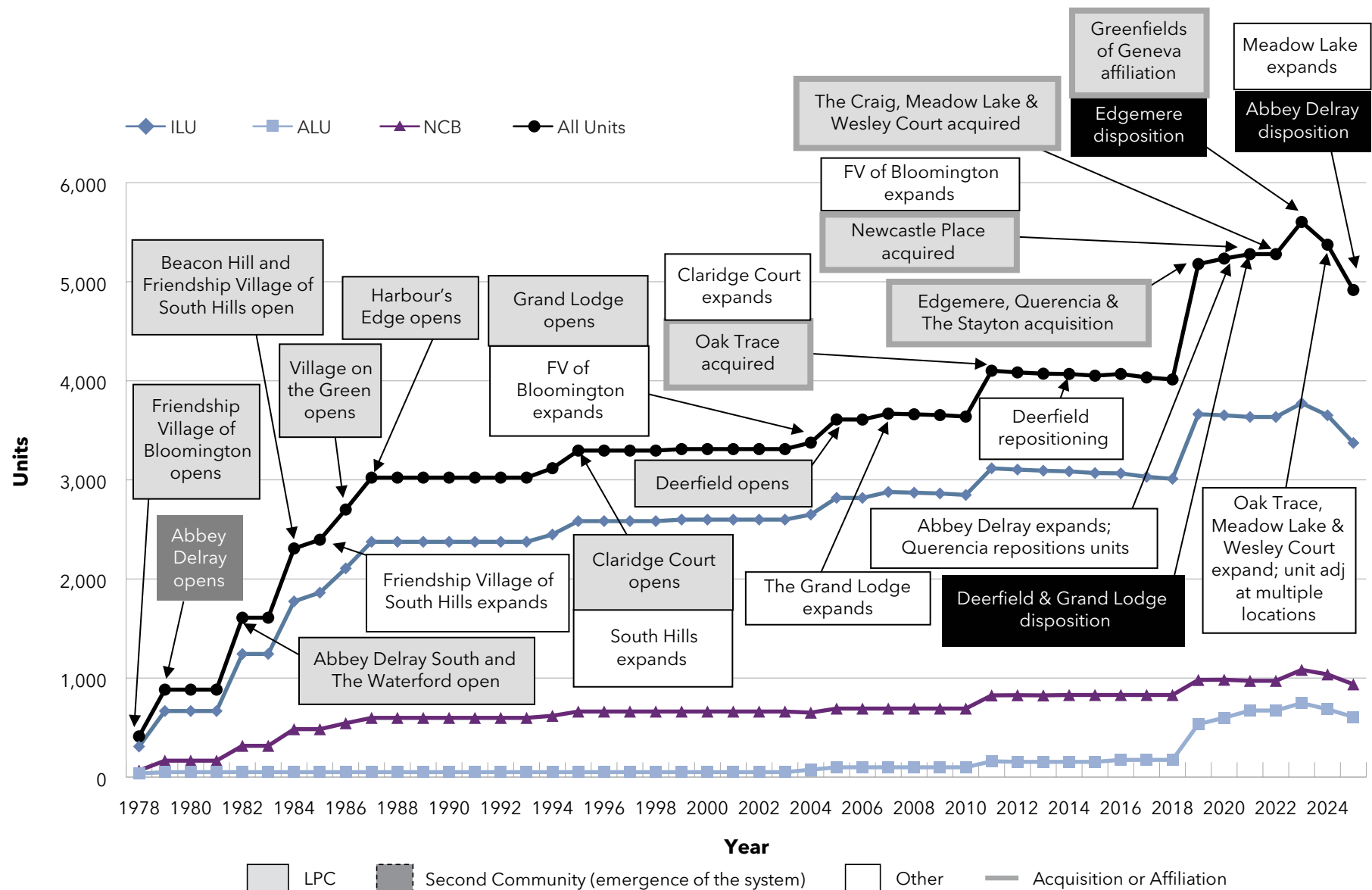
Growth: Pace of Growth

Covenant Living Communities & Services (IL)



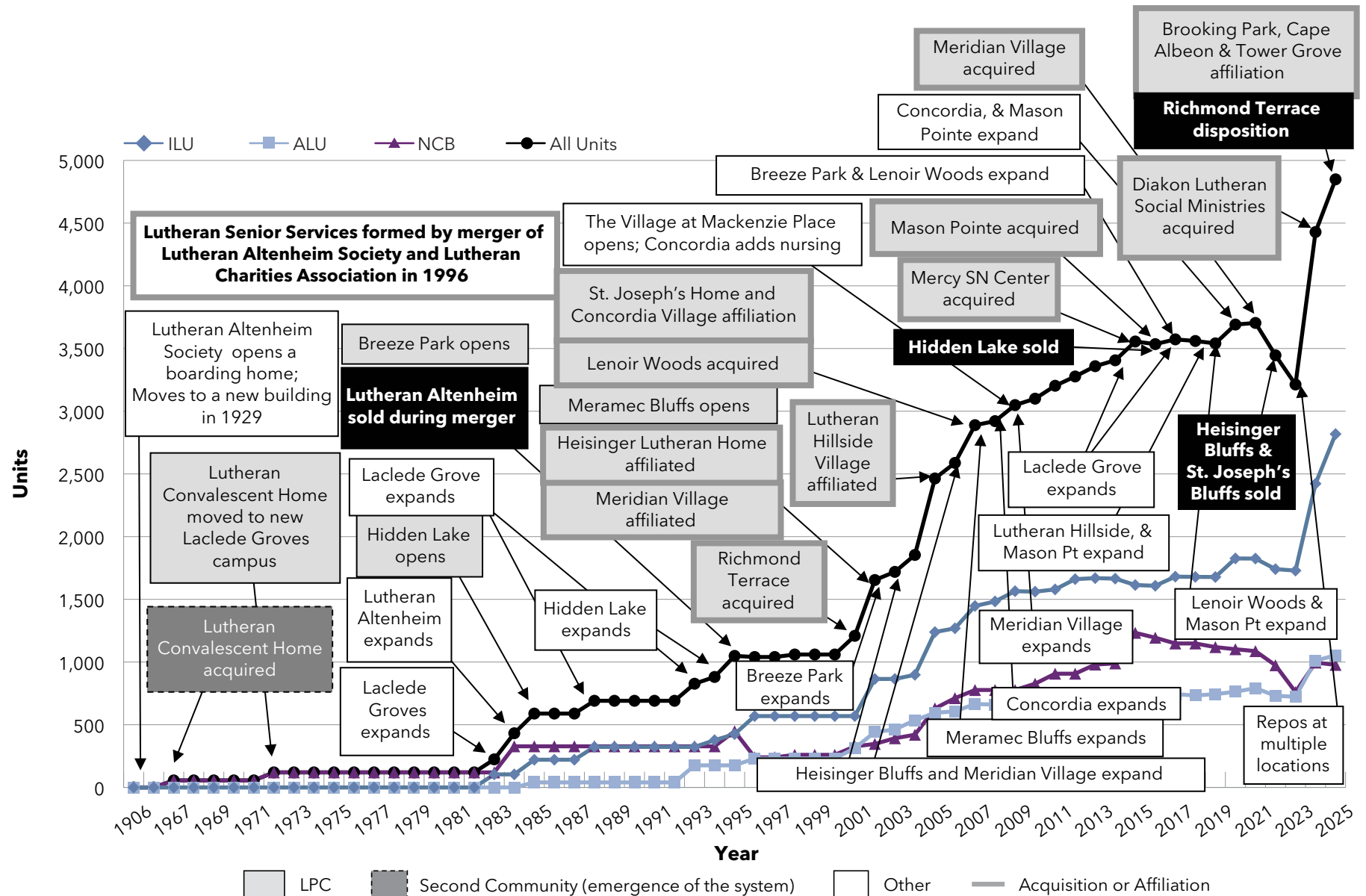
Growth: Pace of Growth

Lifespace Communities, Inc. (IA)



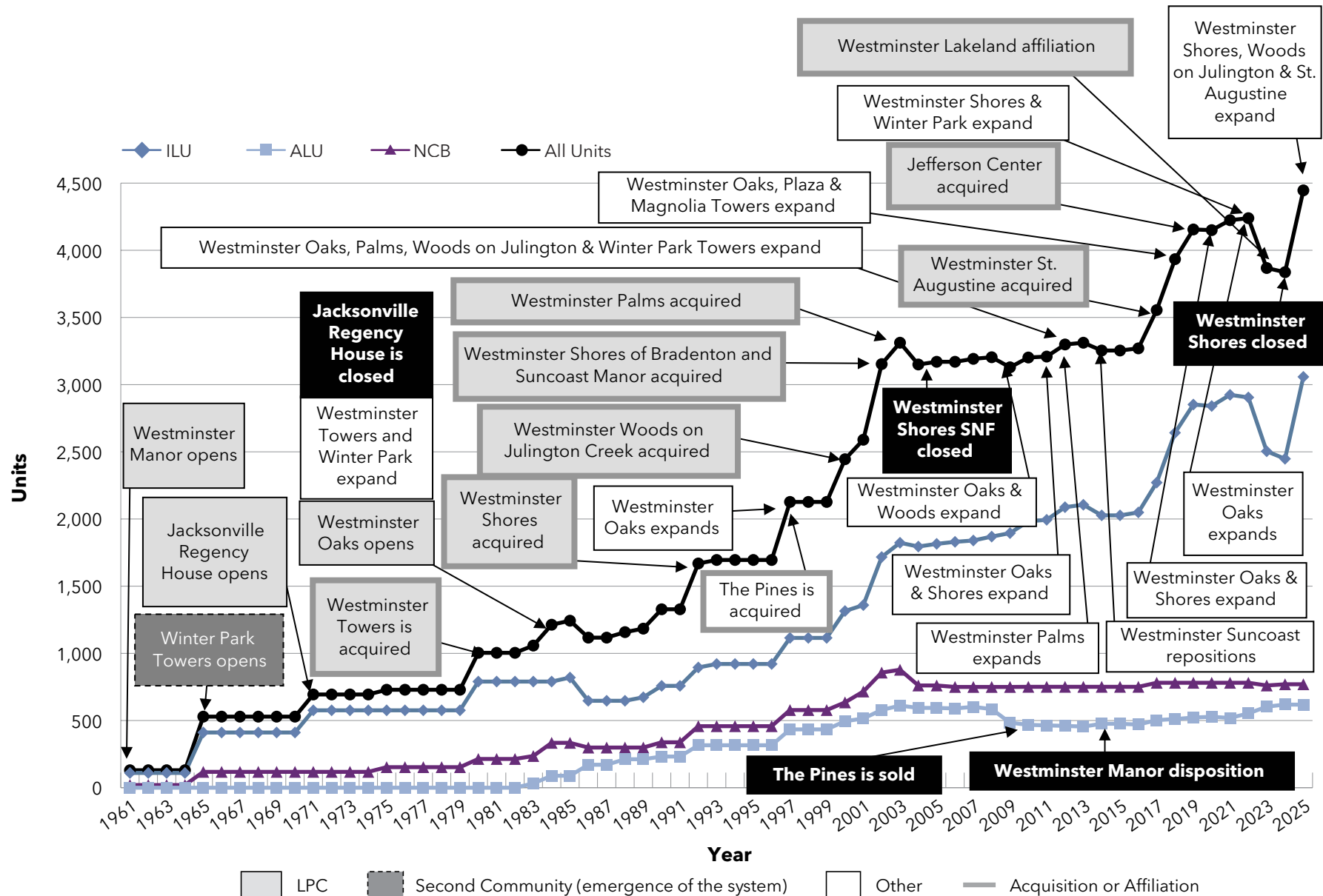
Growth: Pace of Growth

EverTrue (MO)



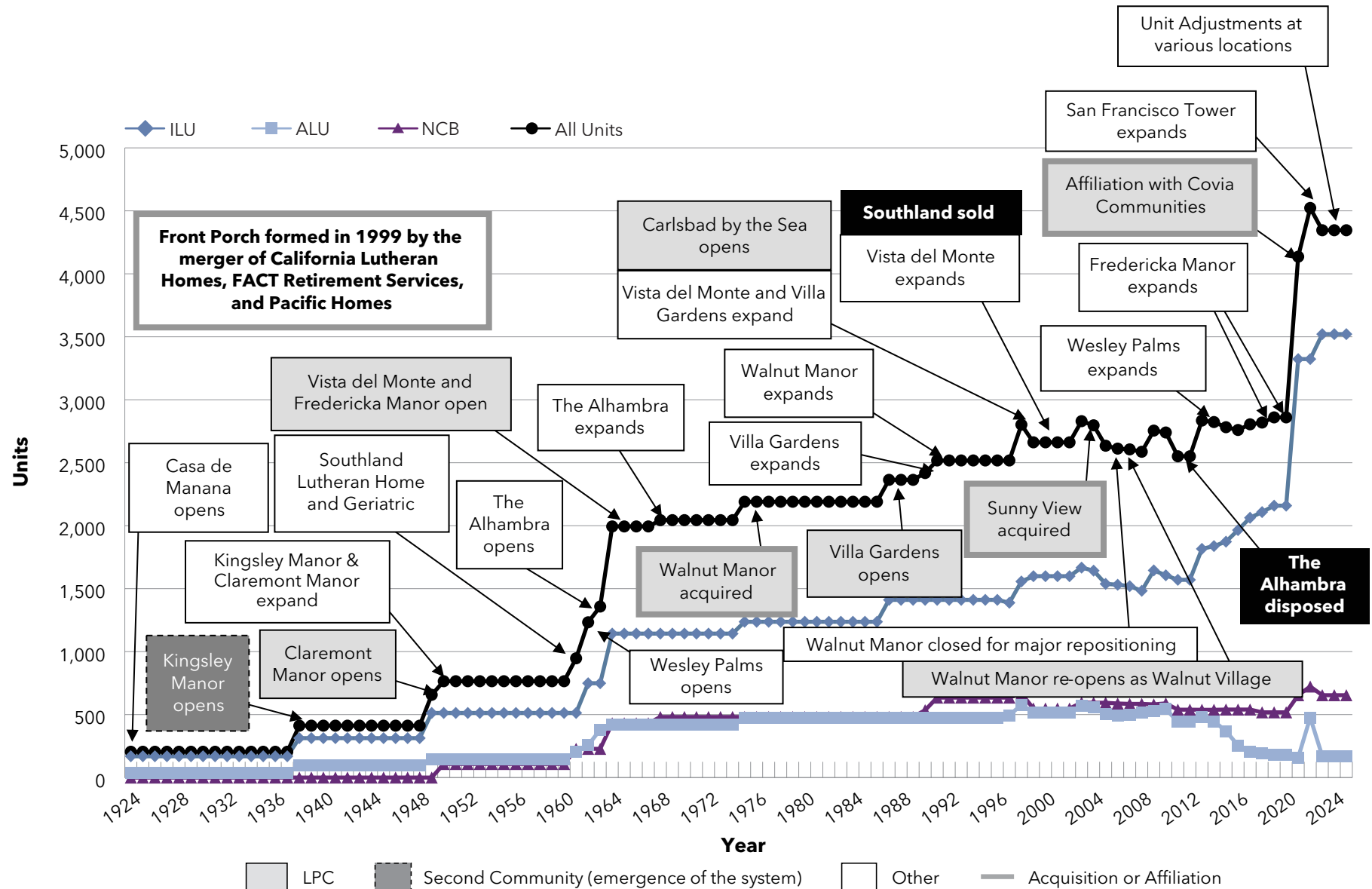
Growth: Pace of Growth

Westminster Communities of Florida (FL)



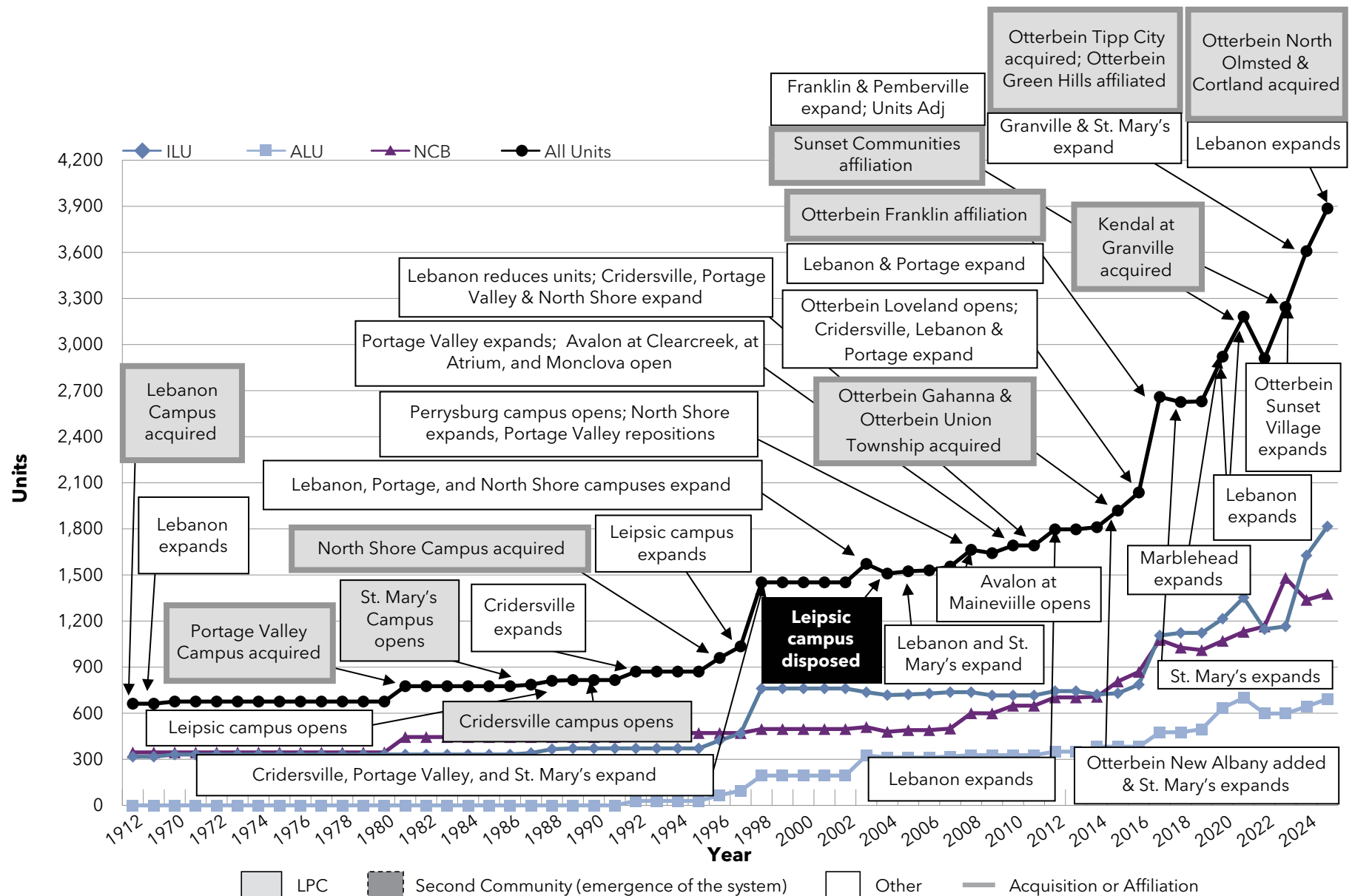
Growth: Pace of Growth

Front Porch Communities and Services (CA)



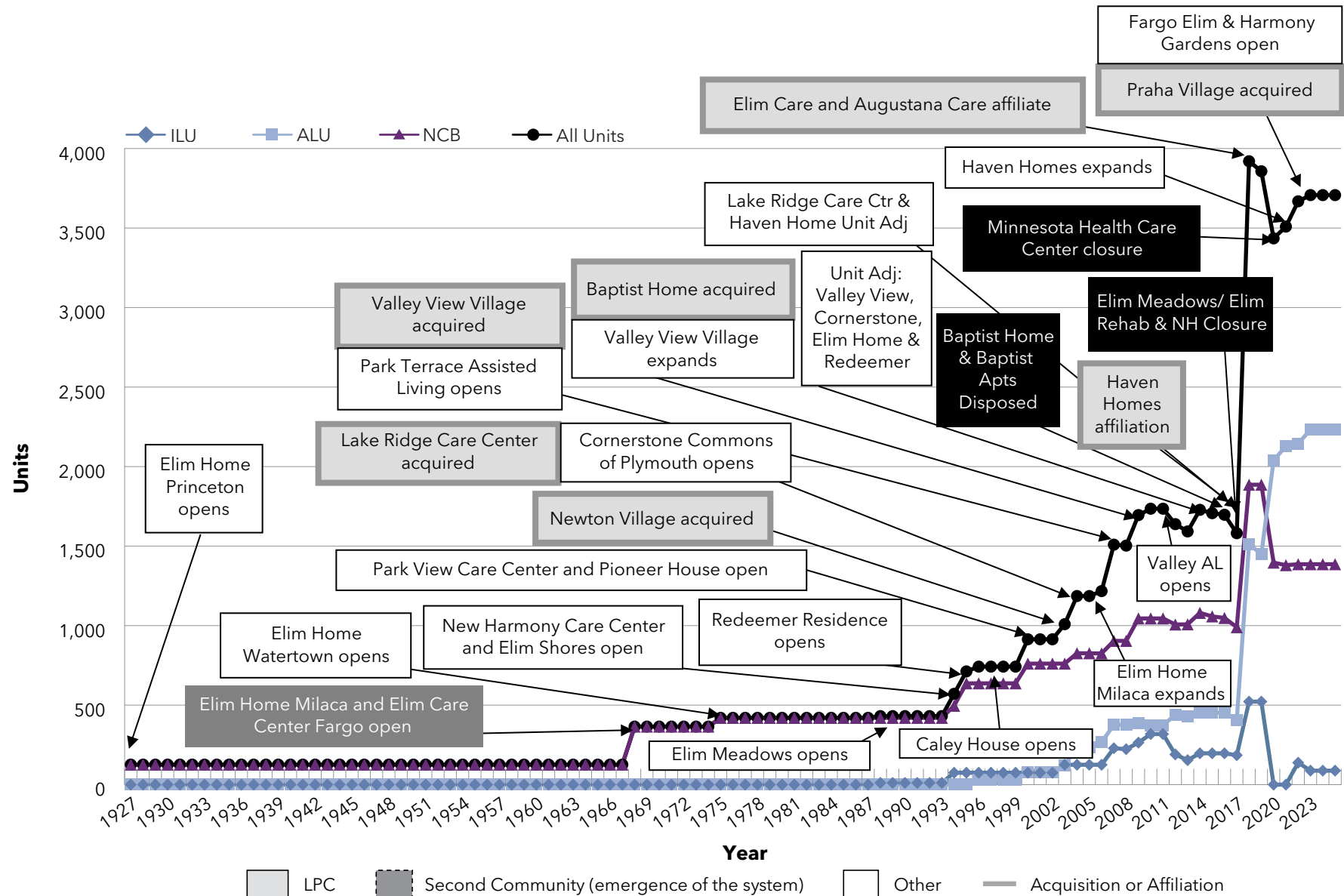
Growth: Pace of Growth

Otterbein SeniorLife (OH)



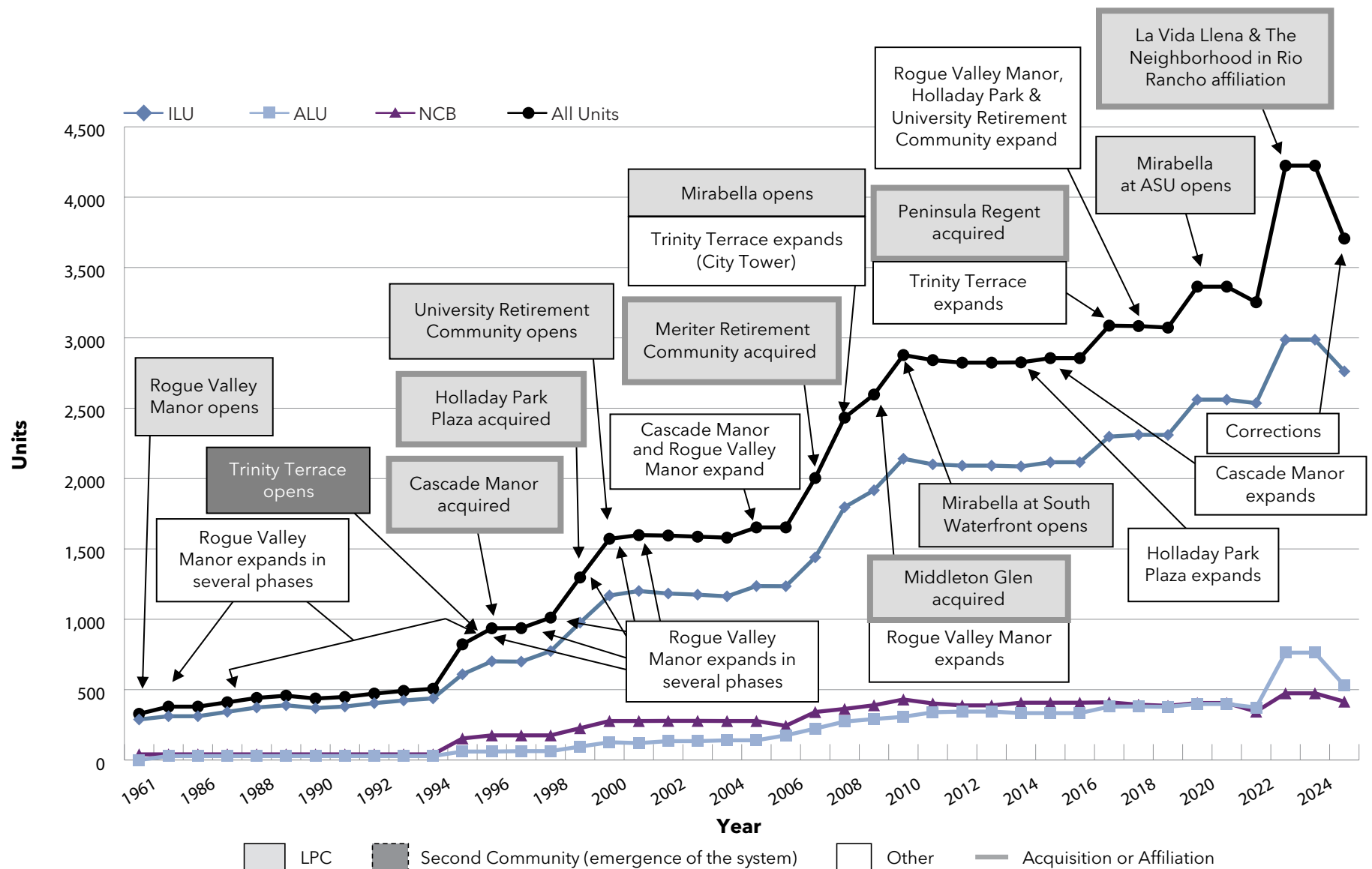
Growth: Pace of Growth

Cassia (MN)



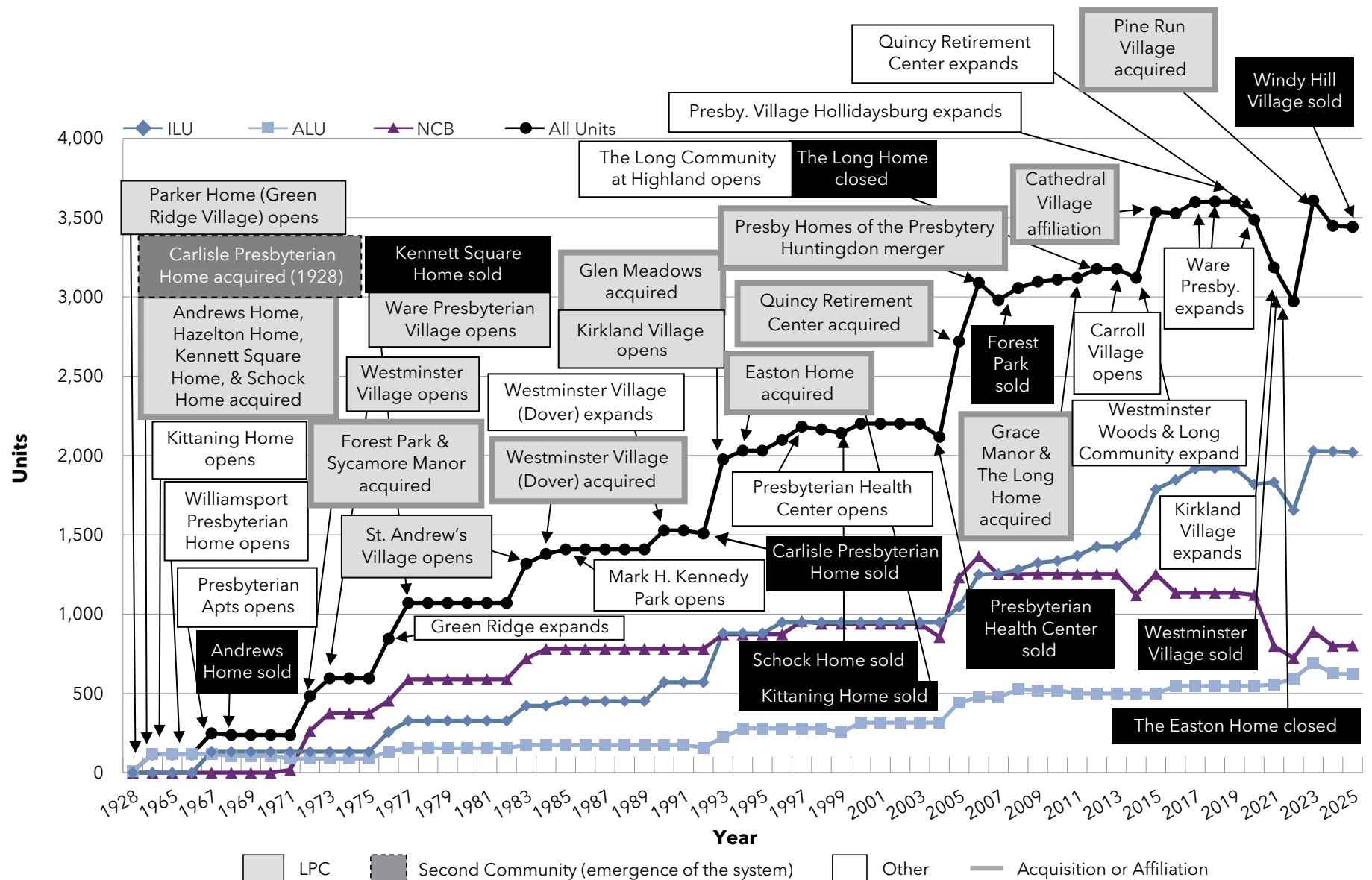
Growth: Pace of Growth

Pacific Retirement Services (OR)



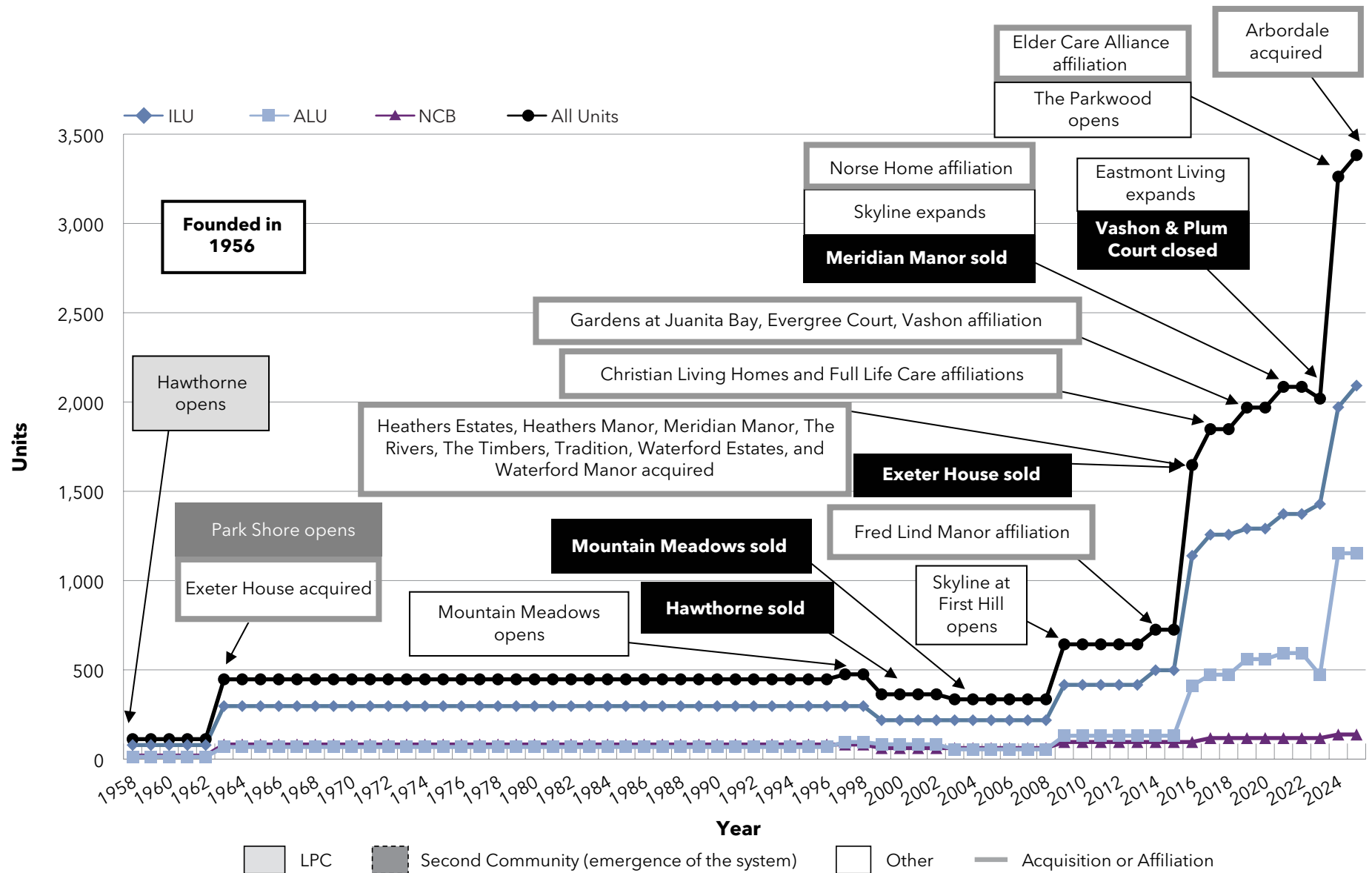
Growth: Pace of Growth

Presbyterian Senior Living (PA)



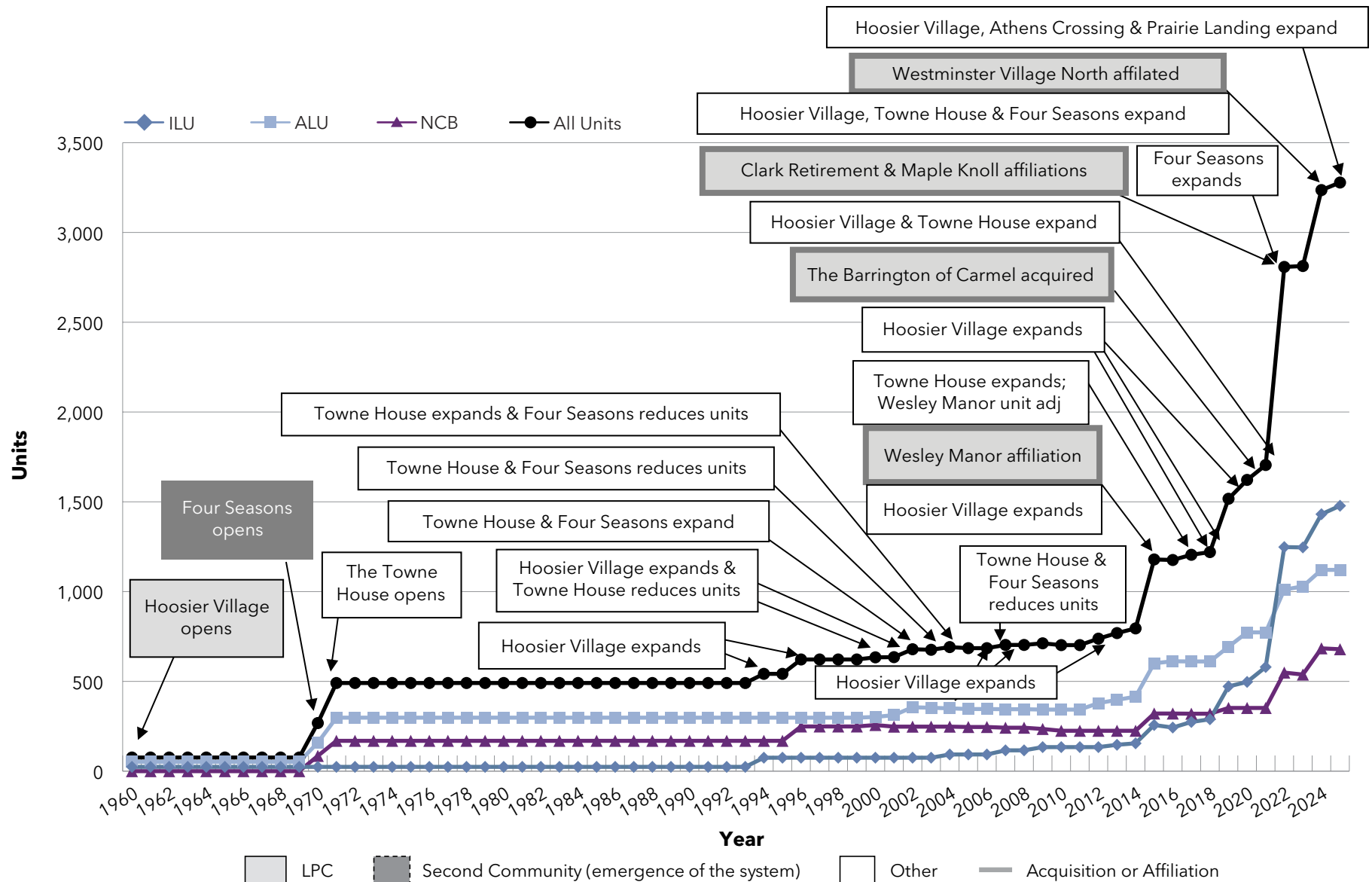
Growth: Pace of Growth

Transforming Age (WA)



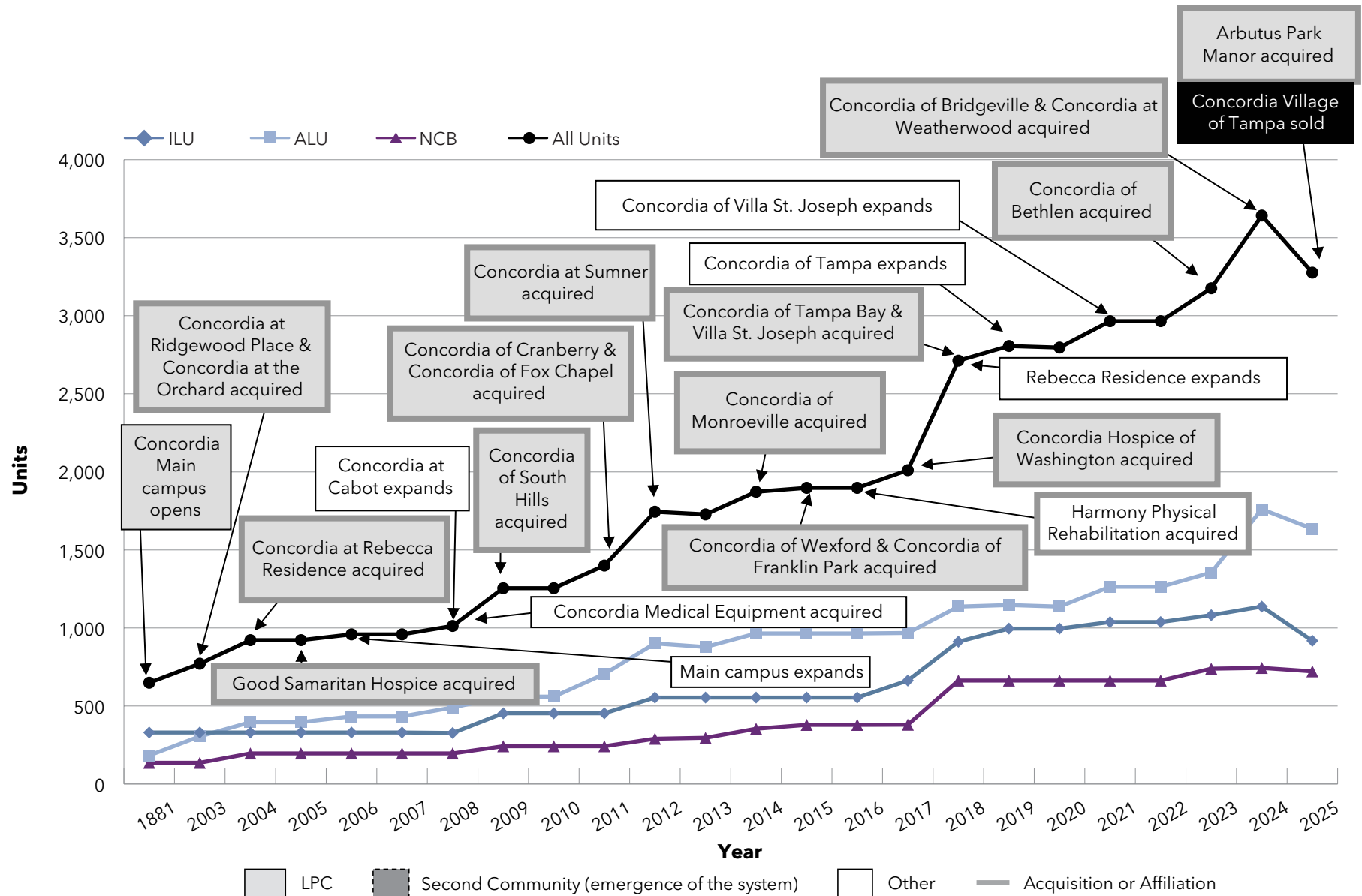
Growth: Pace of Growth

BHI Senior Living (IN)



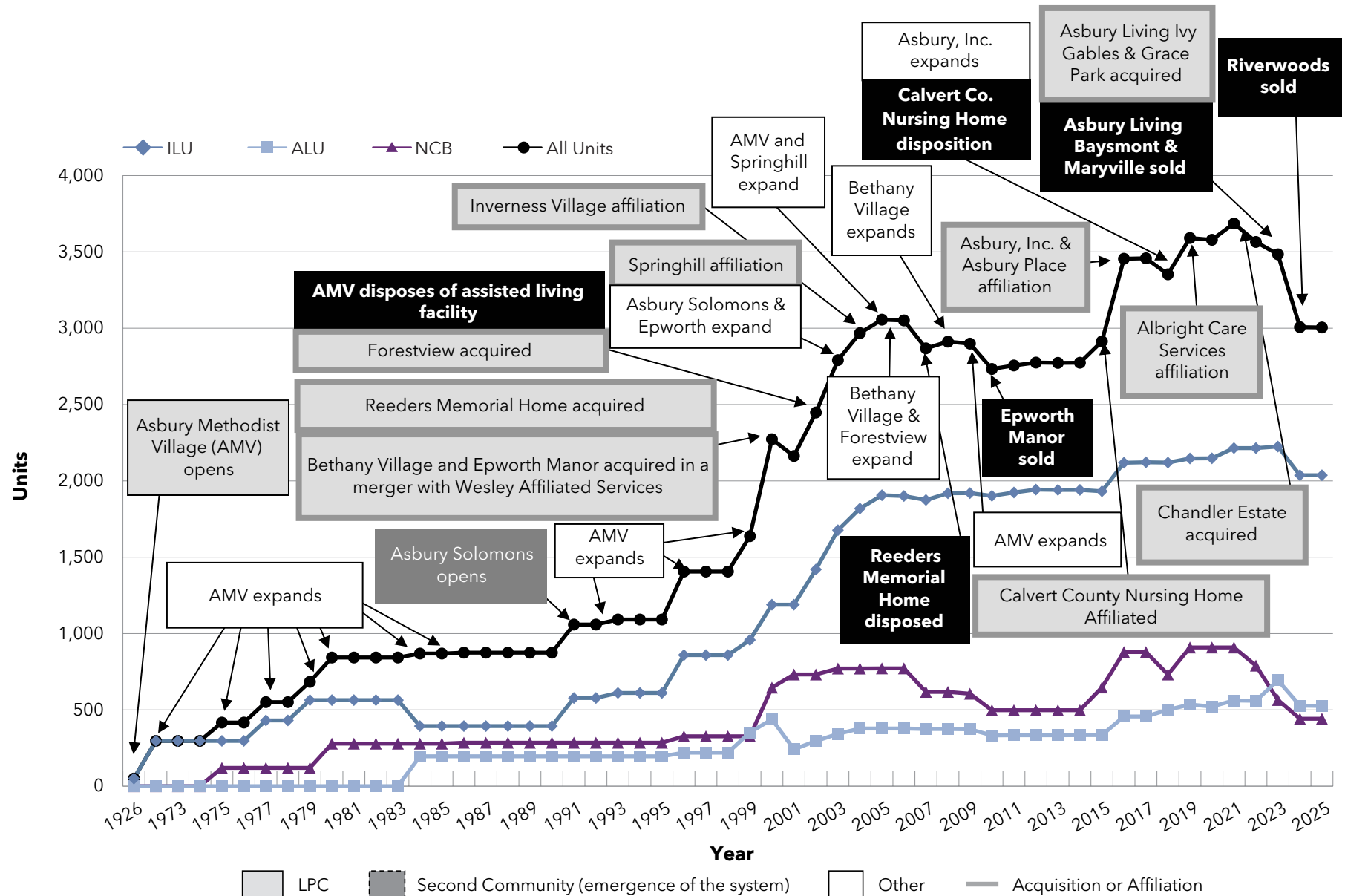
Growth: Pace of Growth

Concordia Lutheran Ministries (PA)



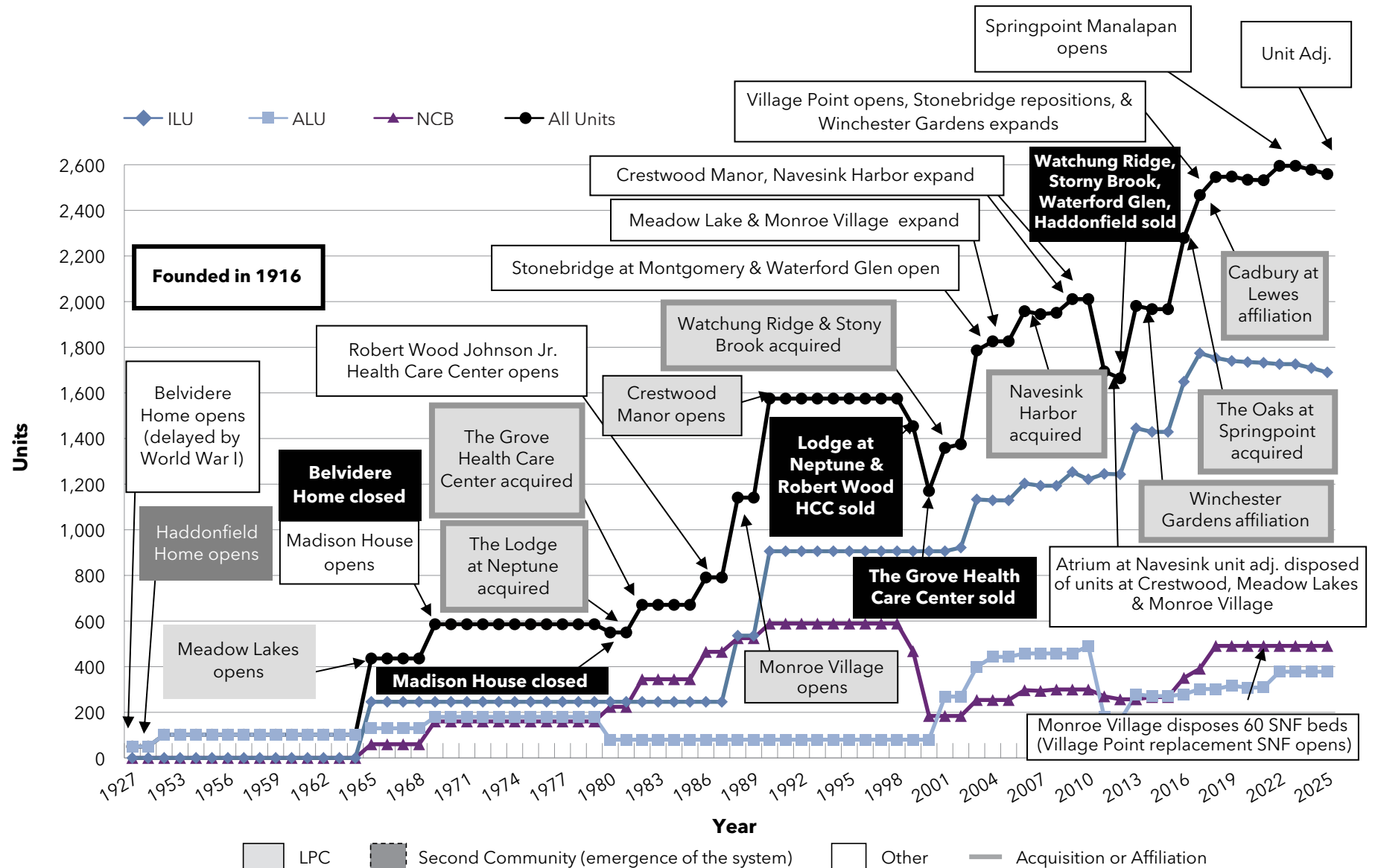
Growth: Pace of Growth

Asbury Communities (MD)



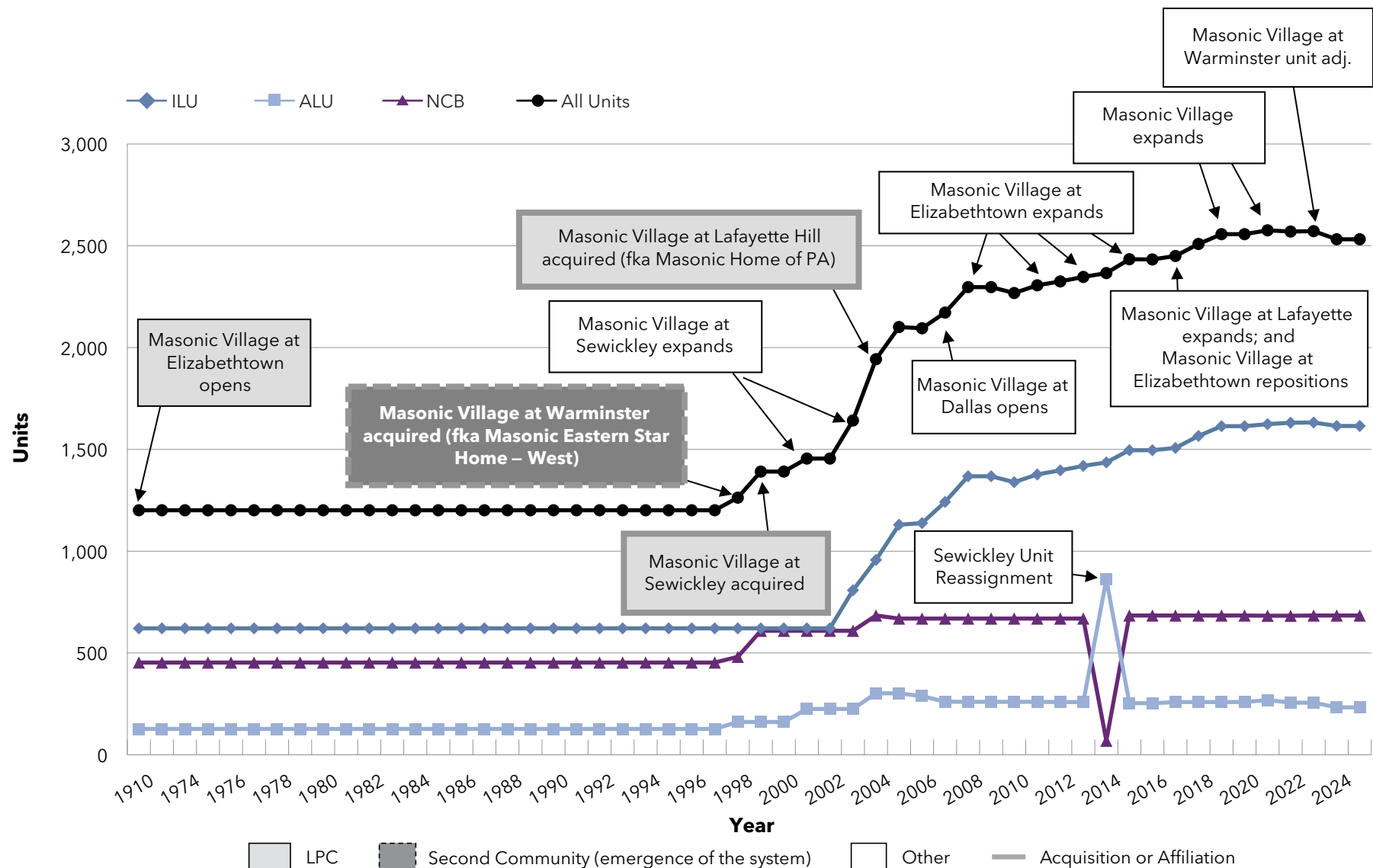
Growth: Pace of Growth

Springpoint (NJ)



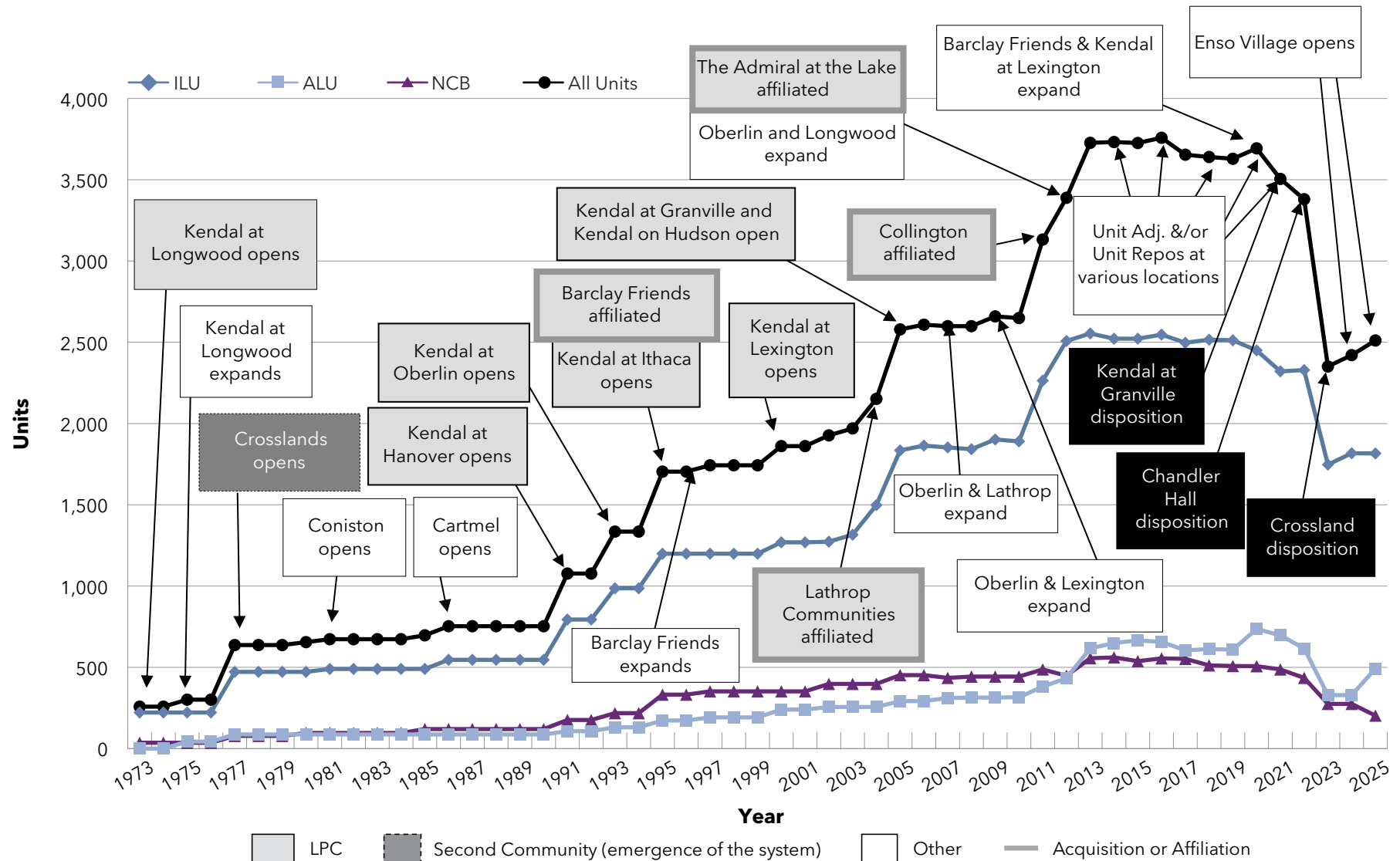
Growth: Pace of Growth

Masonic Villages of the Grand Lodge (PA)



Growth: Pace of Growth

The Kendal Corporation (PA)

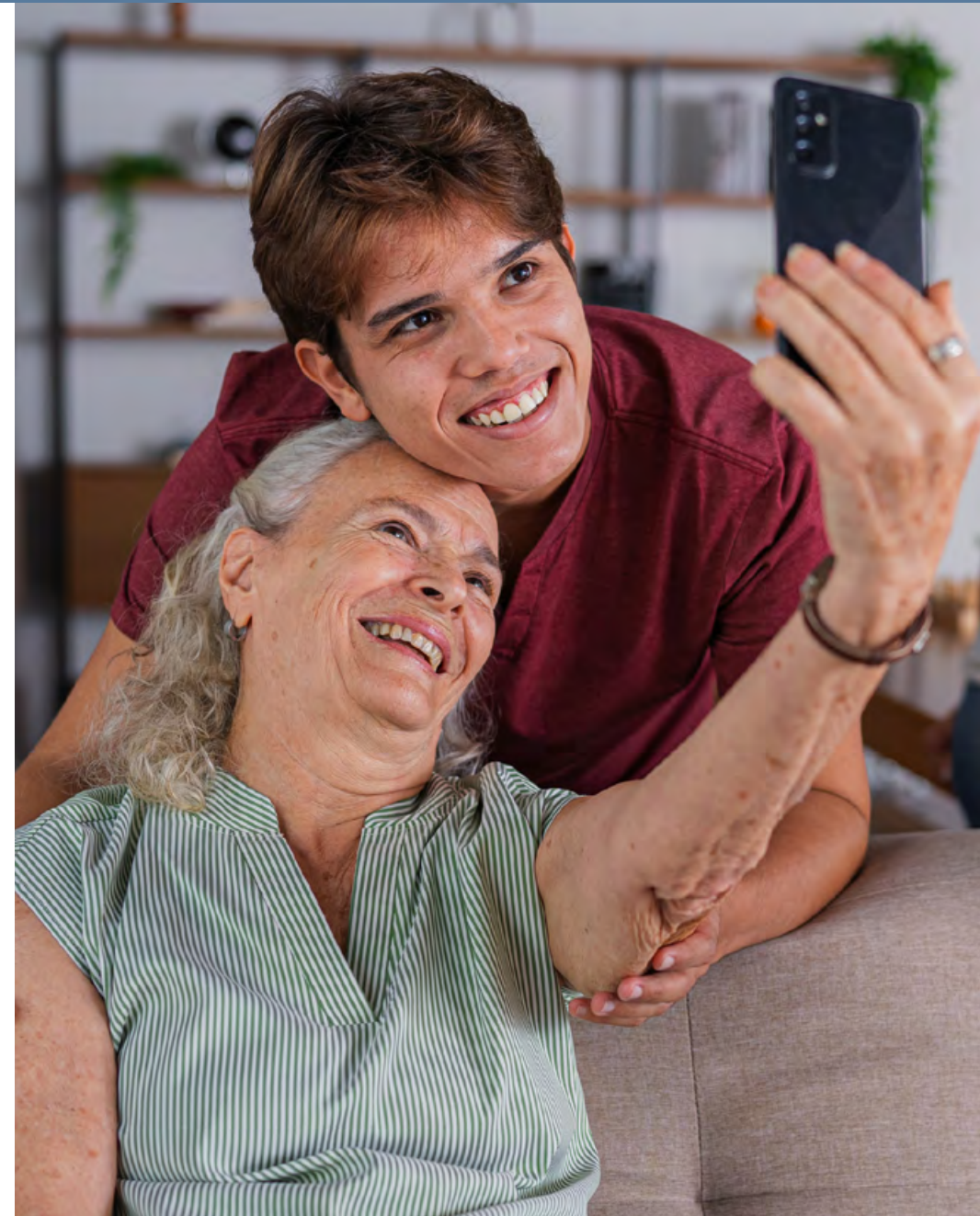


Growth: Aggregate Growth

Aggregate Growth

Section 5-3 of the report details the pace of growth among the LZ 200 organizations in terms of average annual growth and aggregate growth. These tables list the organizations within the LZ 200 that have increased in size the fastest between 2024 and 2025, 2000 and 2025, and 1990 and 2025 (Charts 5-3a-c).

Average annual growth is calculated through a geometric mean calculation that captures the time factor in growth. For example, an organization may have taken 50 years to double in size, but then it may have doubled again in a five-year period. These changes in growth rates are not uncommon and may be the result of a combination of a new management team with a new focus or an existing team's shift in focus and a decision to accelerate.



Growth: Aggregate Growth

Organizations by Aggregate Growth, by Period

2026 Rank	System Name	State	Growth*		Units Added	Total Units (as of 12/31/25)
			Aggregate Growth (%)	Average Annual Growth (%)		
Growth in 2025 (n=200)						
57	Givens Communities	NC	55.47%	2.35%	527	1,477
164	Pleasant View Communities	PA	45.53%	1.99%	173	553
150	Guardian Angels	MN	39.25%	1.76%	177	628
128	Bluestem Communities	KS	38.07%	1.71%	209	758
127	Friendly Senior Living	NY	36.76%	1.66%	204	759
Growth from 2000 to 2025 (n=120)						
18	Transforming Age	WA	931.96%	12.47%	121	3,383
1	National Senior Communities	DC	916.12%	12.36%	710	24,039
149	Smith Senior Living	IL	683.70%	10.65%	-7	629
19	BHI Senior Living	IN	517.03%	9.03%	42	3,278
20	Concordia Lutheran Ministries	PA	504.78%	8.89%	-366	3,276
Growth from 1990 to 2025 (n=120)						
57	Givens Communities	NC	1605.43%	10.05%	527	1,477
3	Presbyterian Homes and Services	MN	1318.53%	9.30%	508	10,746
44	Eventide	MN	926.15%	7.98%	-3	1,806
79	Lutheran Homes of South Carolina	SC	871.64%	7.75%	-18	1,168
72	Mather	IL	854.93%	7.68%	73	1,214

* Aggregate Growth was calculated by dividing the units added over the time period by the original number of units at the beginning of the time period for each organization. Average Annual Growth was calculated by finding the geometric mean over the period (1, 20, or 30 years).

Growth: Aggregate Growth

Organizations by Growth in Units, by Period

2026 Rank	System Name	State	Growth*		Total Units (as of 12/31/25)
			Units Added	Average Annual Growth (%)	
Growth in 2025 (n=200)					
1	National Senior Communities	DC	710	3.04%	24,039
12	Westminster Communities of Florida	FL	609	15.87%	4,446
57	Givens Communities	NC	527	55.47%	1,477
3	Presbyterian Homes and Services	MN	508	4.96%	10,746
11	EverTrue	MO	420	9.48%	4,849
Growth from 2000 to 2025 (n=120)					
1	National Senior Communities	DC	710	916.12%	24,039
12	Westminster Communities of Florida	FL	609	209.03%	4,446
57	Givens Communities	NC	527	463.01%	1,477
3	Presbyterian Homes and Services	MN	508	400.82%	10,746
11	EverTrue	MO	420	457.45%	4,849
Growth from 1990 to 2025 (n=120)					
12	Westminster Communities of Florida	FL	609	375.51%	4,446
57	Givens Communities	NC	527	1605.43%	1,477
3	Presbyterian Homes and Services	MN	508	1318.53%	10,746
11	EverTrue	MO	420	701.74%	4,849
14	Otterbein Senior Lifestyle	OH	278	476.23%	3,886

* Aggregate Growth was calculated by dividing the units added over the time period by the original number of units at the beginning of the time period for each organization. Average Annual Growth was calculated by finding the geometric mean over the period (1, 20, or 30 years).

Growth: Aggregate Growth

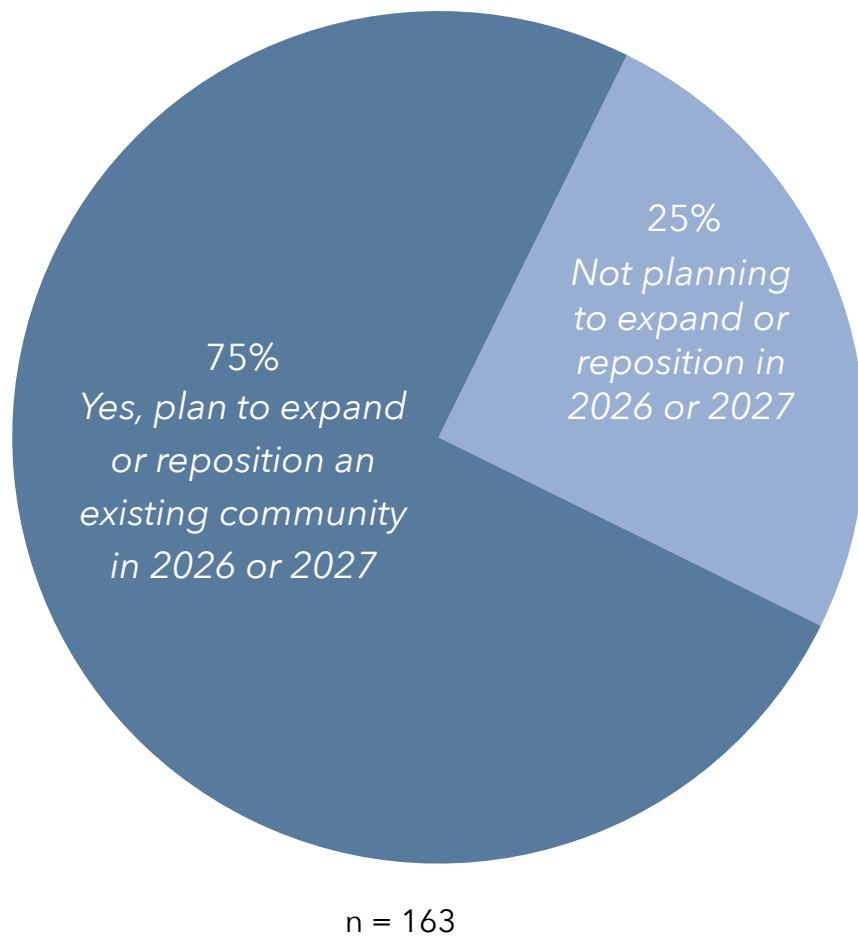
Organizations by Aggregate Growth for the Largest Systems (Over 2,000 Units)

2026 Rank	System Name	State	Growth*		Units Added	Total Units (as of 12/31/25)
			Aggregate Growth (%)	Average Annual Growth (%)		
Growth in 2025 (n=26)						
12	Westminster Communities of Florida	FL	15.87%	0.78%	609	4,446
36	Masonicare	CT	11.16%	0.56%	205	2,042
11	EverTrue	MO	9.48%	0.48%	420	4,849
29	Willow Valley Retirement Communities	PA	9.32%	0.47%	196	2,298
14	Otterbein Senior Lifestyle Choices	OH	7.71%	0.39%	278	3,886
Growth from 2000 to 2025 (n=26)						
18	Transforming Age	WA	931.96%	12.47%	121	3,383
1	National Senior Campuses	DC	916.12%	12.36%	710	24,039
19	BHI Senior Living, Inc.	IN	517.03%	9.03%	42	3,278
20	Concordia Lutheran Ministries	PA	504.78%	8.89%	-366	3,276
30	National Church Residences	OH	503.63%	8.88%	80	2,221
Growth from 1990 to 2025 (n=26)						
3	Presbyterian Homes and Services	MN	1318.53%	9.30%	508	10,746
16	Pacific Retirement Services, Inc.	OR	810.94%	7.48%	-518	3,706
18	Transforming Age	WA	756.82%	7.23%	121	3,383
11	EverTrue	MO	701.74%	6.95%	420	4,849
19	BHI Senior Living, Inc.	IN	667.62%	6.77%	42	3,278

* Aggregate Growth was calculated by dividing the units added over the time period by the original number of units at the beginning of the time period for each organization. Average Annual Growth was calculated by finding the geometric mean over the period (1, 20, or 30 years).

Growth: Future Growth Plans

Percentage Planning to Expand or Reposition in Next Two Years



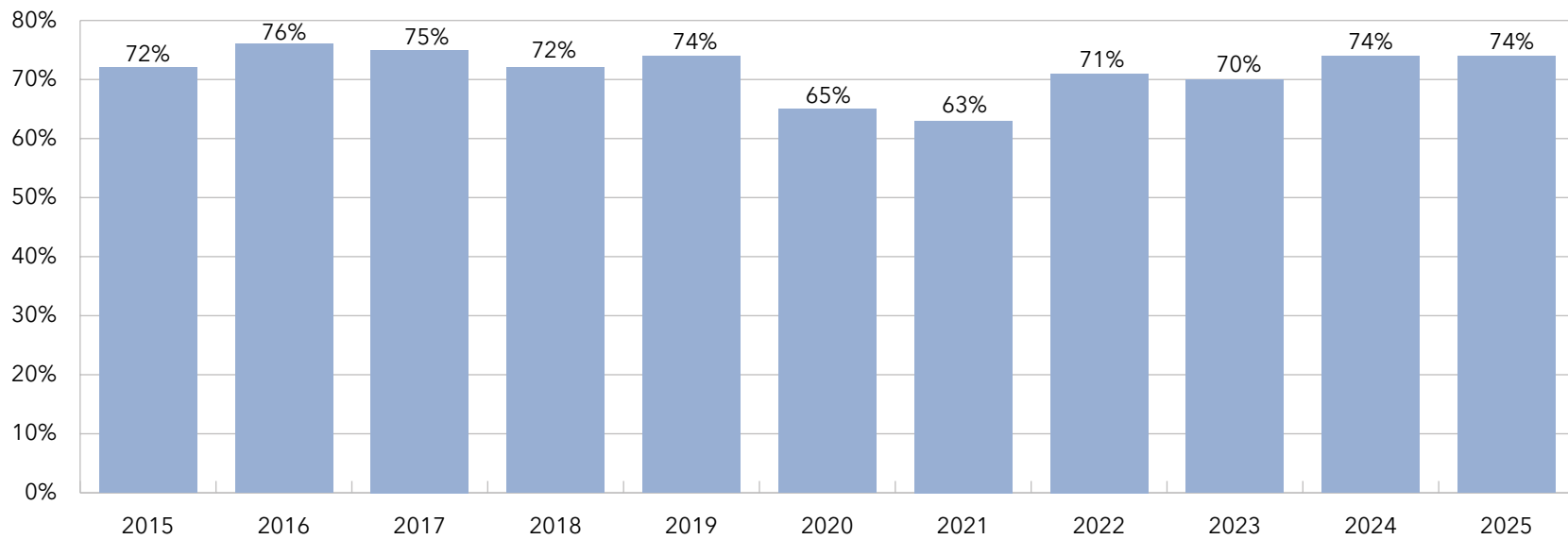
Future Growth Plans

Arguably, much information can be gathered about potential future growth, whether it would be in the form of bricks-and-mortar or expanding home and community-based services.

For purposes of the LZ 200, feedback is gathered on the intent to grow through affiliation, new campus development, or expansion in the next two years. Roughly 75% of the LZ 200 reported intentions to expand or reposition an existing campus in 2026 or 2027, while 15% reported that they intend to grow from affiliation (32%), acquisition (20%), or a merger (7%) in 2026 or 2027. About 44% reported that they intend to grow via the construction of new communities, and 8% said they plan to add a satellite campus in 2026 or 2027 (a new category added this year).

Growth: Future Growth Plans

Percentage Planned Expansions or Repositions Since 2015

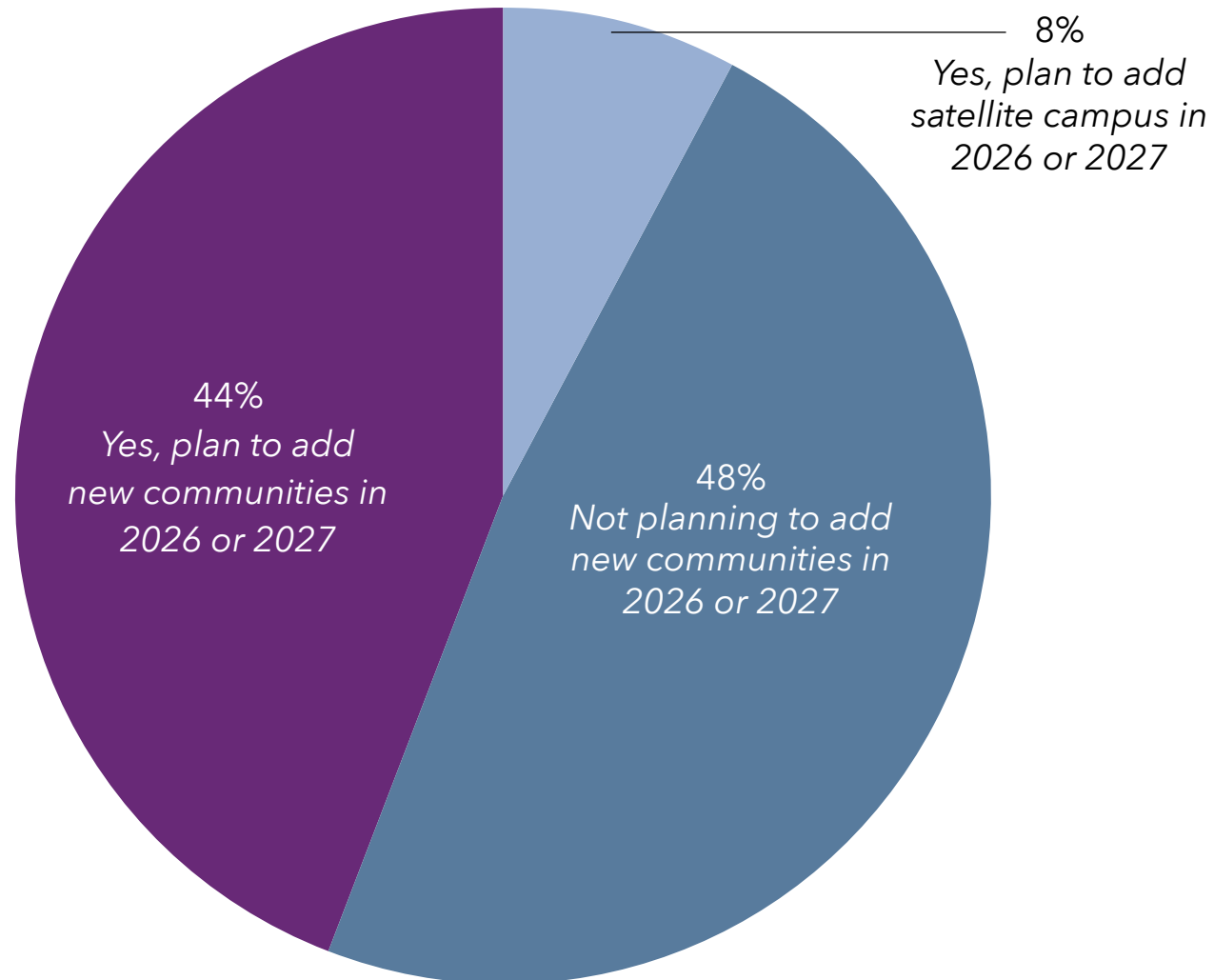


KEY: ■ Yes, plan to expand or reposition an existing community

n = 163

Growth: Future Growth Plans

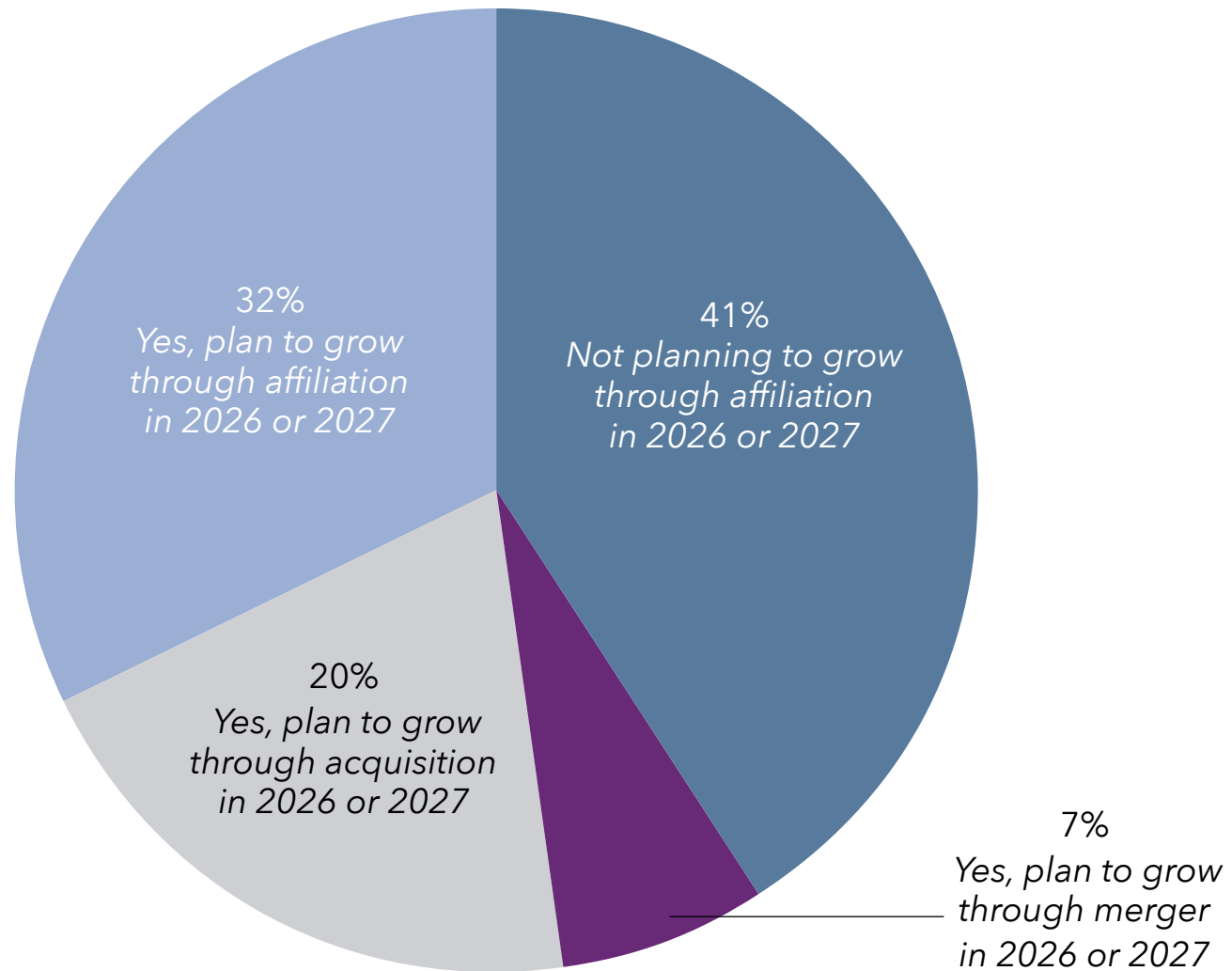
Percentage Planning to Add A New Community Through Development



N= 143

Growth: Future Growth Plans

Percentage Planning to Grow Through Affiliation



N= 143

Growth: Type of Growth by Organizations

Type of Growth: Expansion, New Communities, Merger/Acquisition/Affiliation, Disposition

Charts 5-6a-c and 5-7a-l describe how the largest 10, the largest 25, the largest 50 multi-sites, and all 200 multi-site organizations have grown through expanding existing campuses, construction of new communities or merger/acquisition/affiliation and/or disposition.

Properties have been classified according to the following definitions:

Expansion: The addition of new units to an existing community. Note: if a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction at a new location.

Merger/Acquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Type of Growth: Expansion, New Communities, Merger/Acquisition/Affiliation, Disposition

The charts at 5-6a-c analyze how communities have changed through the above-described venues over a 10, 20, and greater than 30-year period (1980-2025). More than 1,560 communities have grown from campus expansions since 1980 (Chart 5-6a). Dispositions have also increased dramatically. Of the 391 community dispositions that occurred from 1980-2025 among the LZ 200 (Chart 5-6a), roughly 225 of these dispositions occurred in approximately the last decade (Chart 5-6c). The most common dispositions in recent years have been free-standing nursing homes or assisted living and financially distressed Life Plan Communities.

Charts 5-7a-l are used to present incremental growth by five-year period and cumulative growth by five-year period for each of the LZ 200 groupings (the largest 10, the largest 25, the largest 50, the largest 100, the largest 150, and the largest 200). The second of each pair of charts shows the incremental

Growth: Type of Growth by Organizations

change of the multi-sites, that is, how many existing properties have experienced expansion; how many properties have been added through new community construction or through merger, acquisition and/or affiliation; and how many properties have been lost through disposition each year. For the incremental growth charts, the final five-year period is provided with the current year shown alone. The cumulative growth charts provide the number of properties added or lost through each of these methods through the period shown.



Growth: Type of Growth by Organizations

Number of Organizations Changing, by Growth Type, 1980 through 2025



KEY:



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

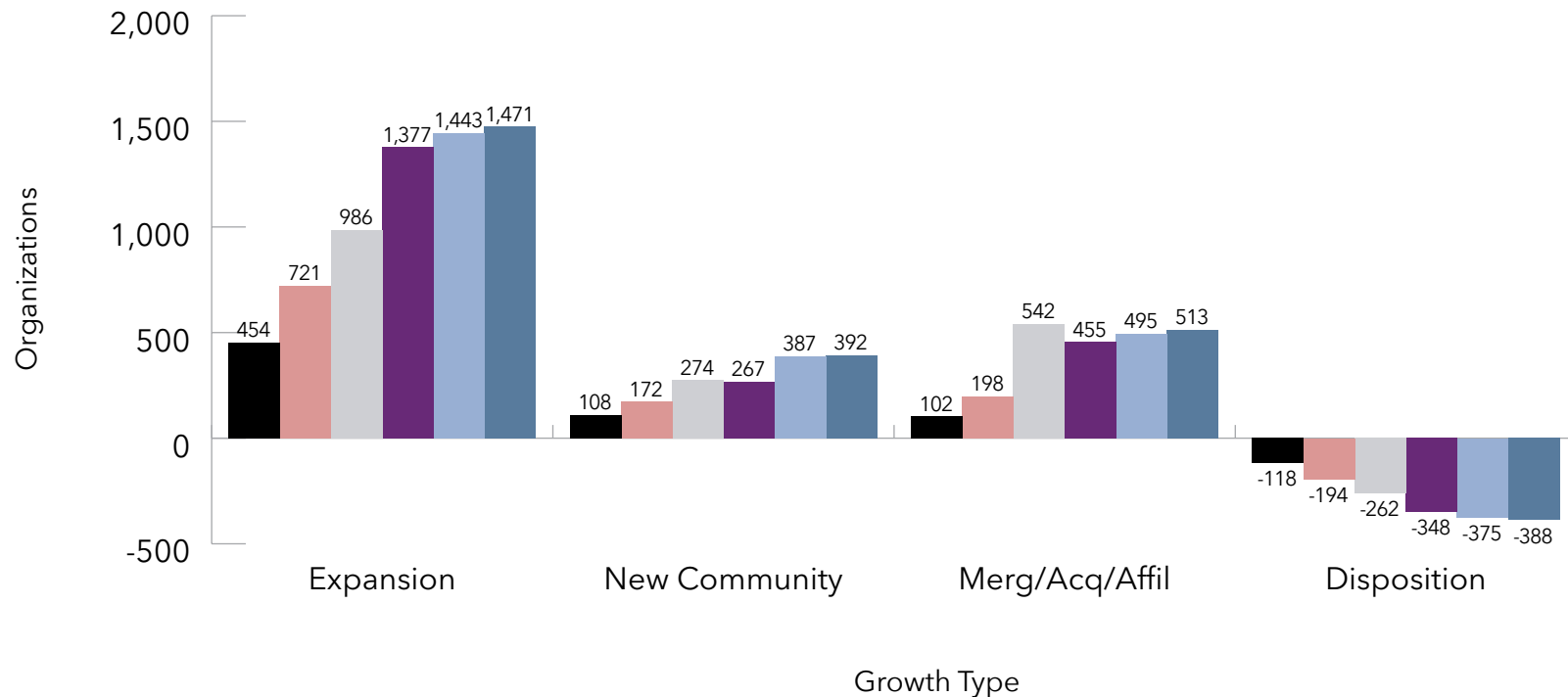
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Organizations

Number of Organizations Changing, by Growth Type, 1990 through 2025



KEY:



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

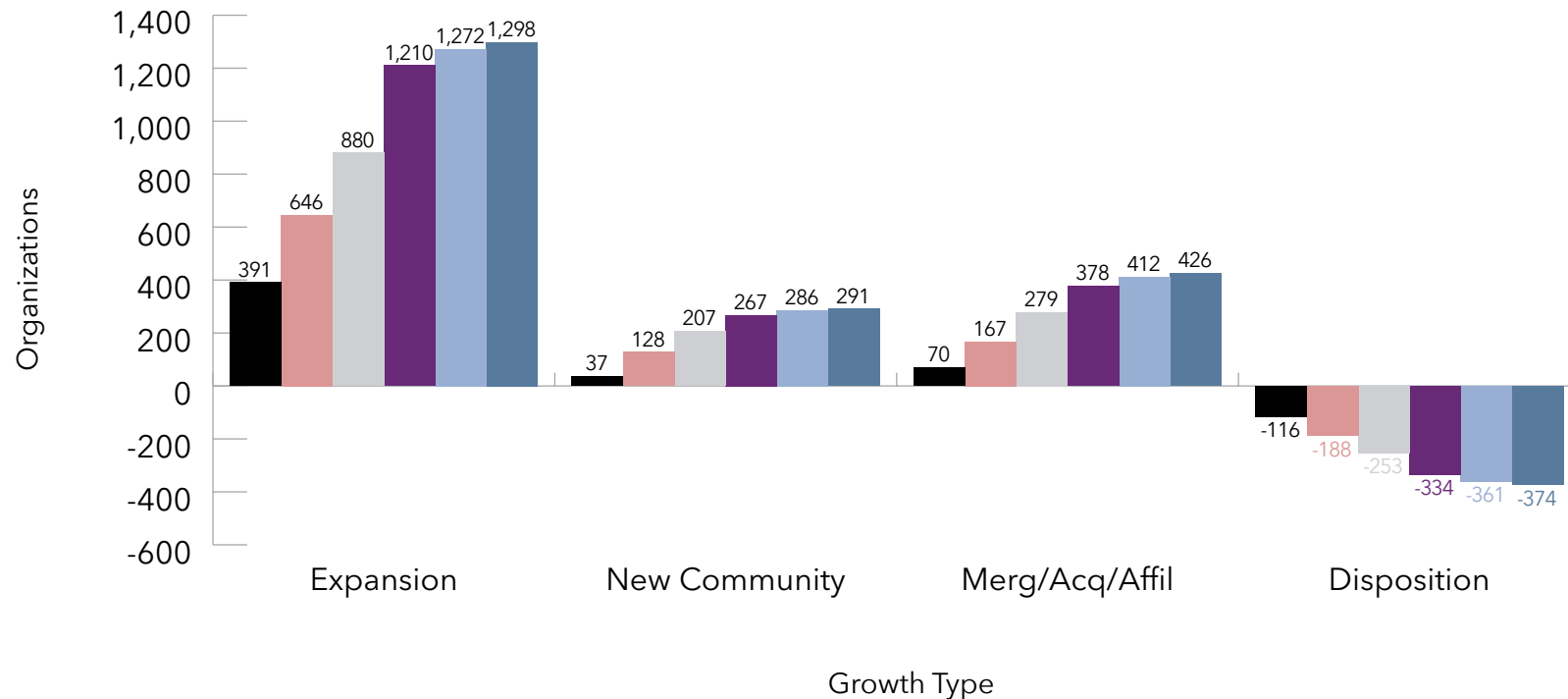
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Organizations

Number of Organizations Changing, by Growth Type, 2000 through 2025



KEY:



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

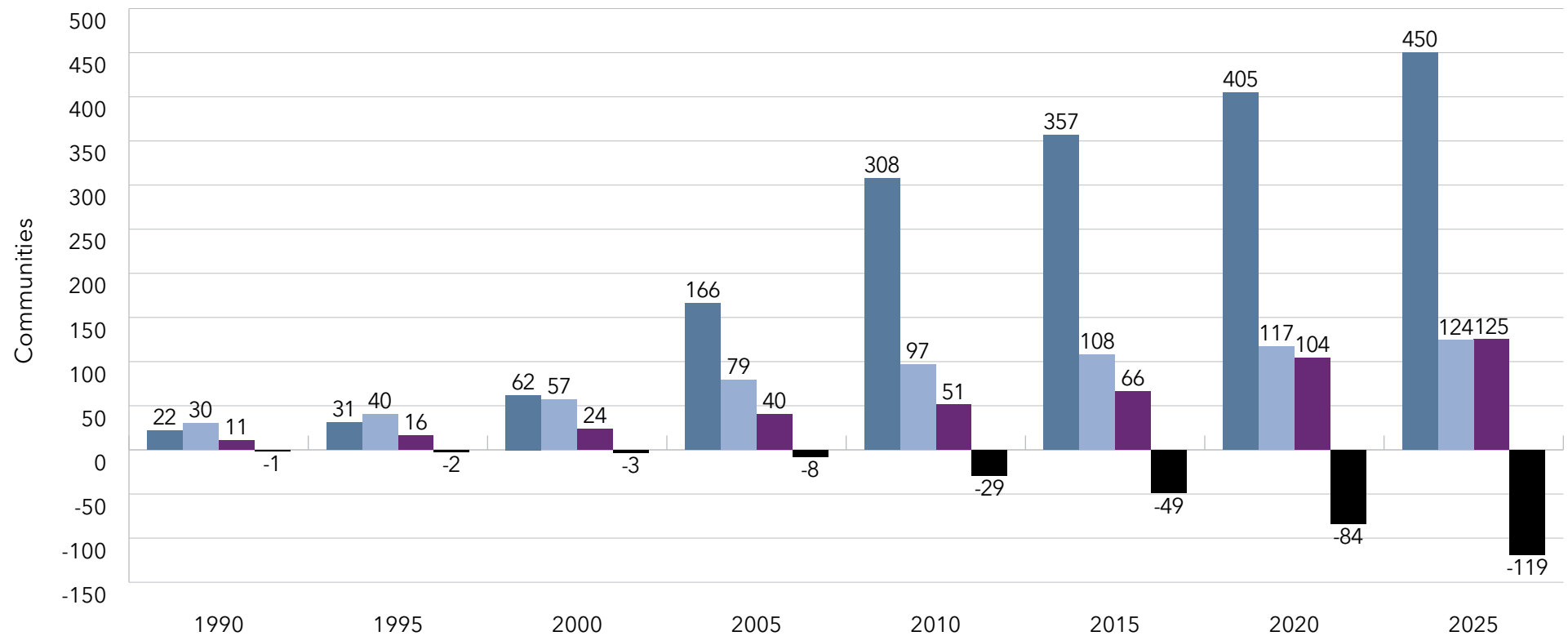
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Cumulative Growth of Largest 10 Systems



KEY:



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

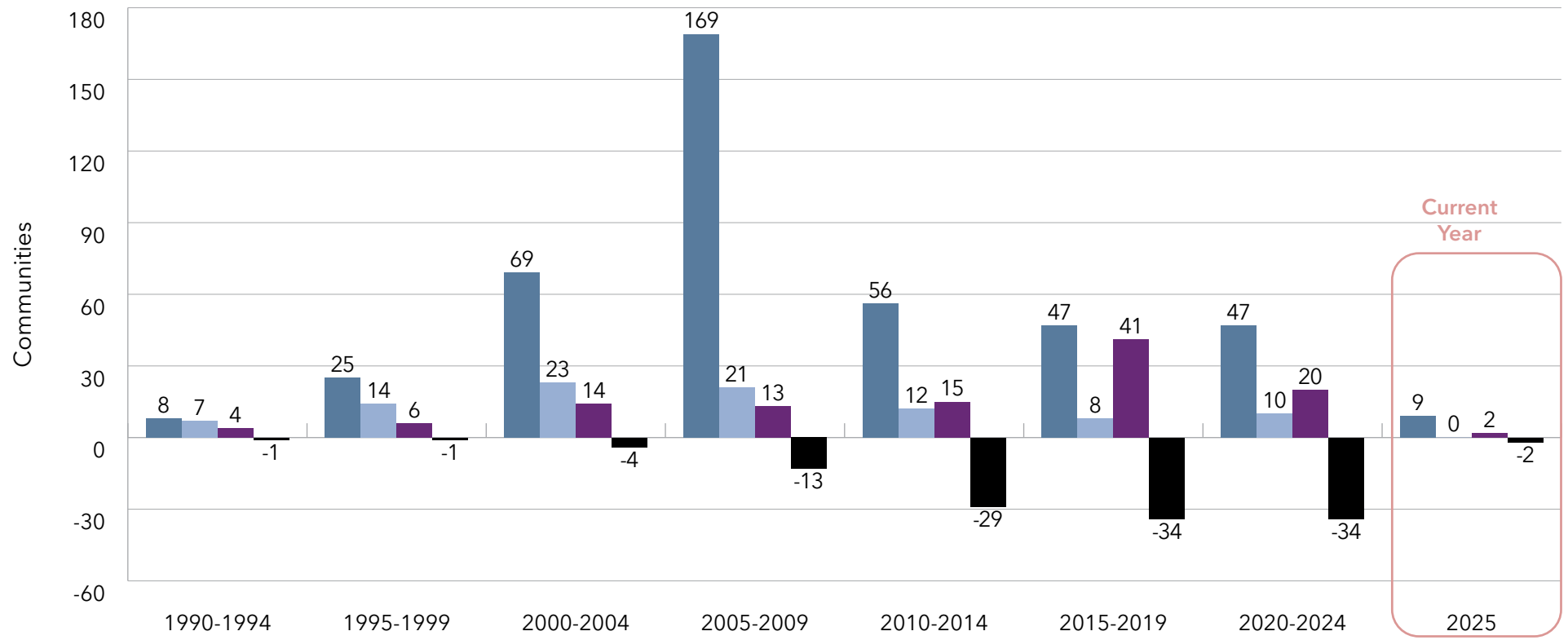
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 10 Systems



KEY:

■ Expansion
 ■ New Community
 ■ Merger/Aquisition/Affiliation
 ■ Disposition

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

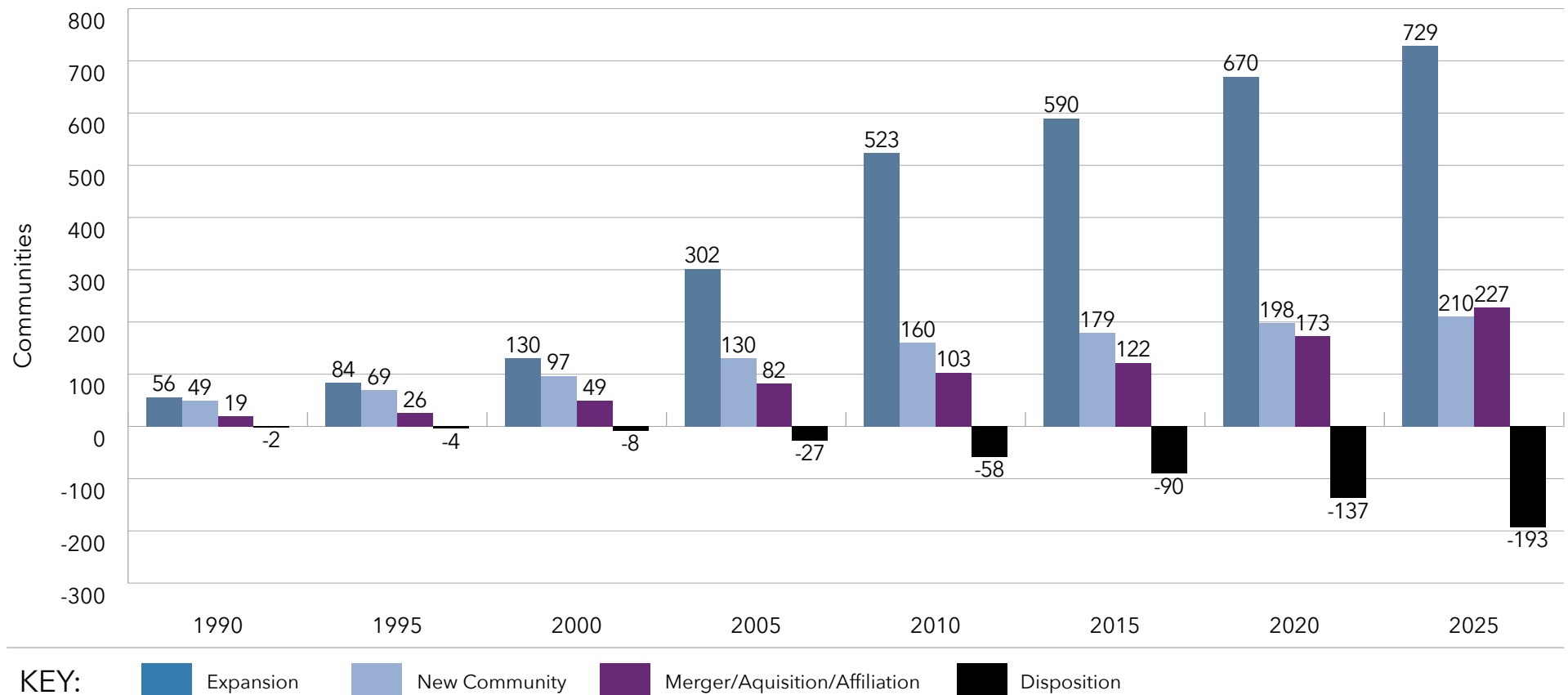
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Cumulative Growth of Largest 25 Systems



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

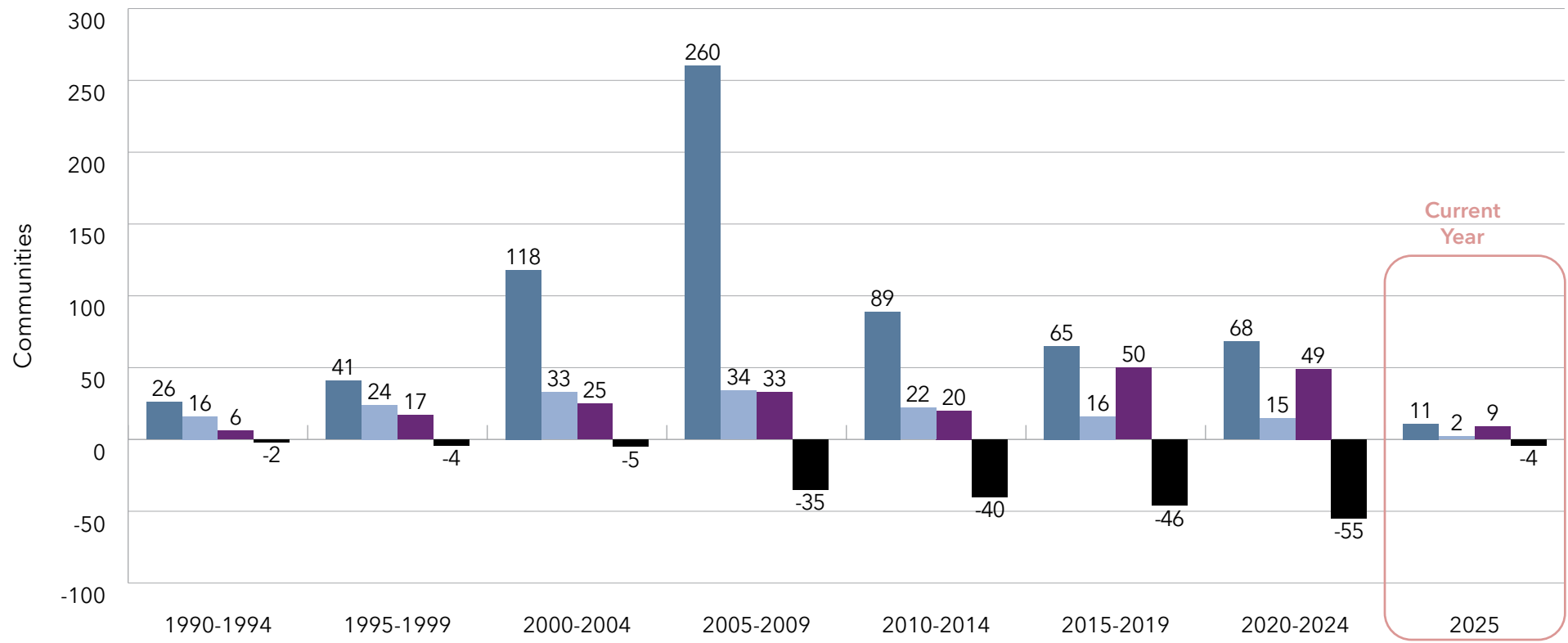
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 25 Systems



KEY:



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

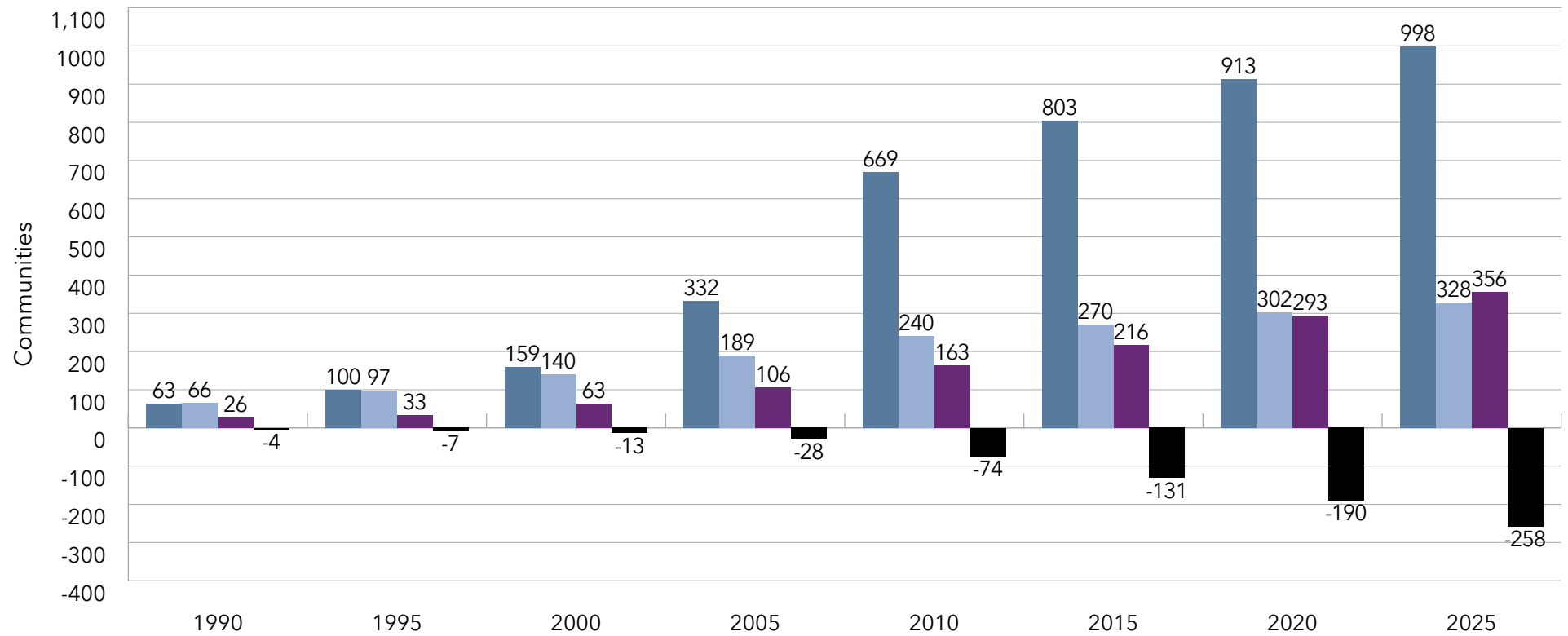
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Cumulative Growth of Largest 50 Systems



KEY:



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

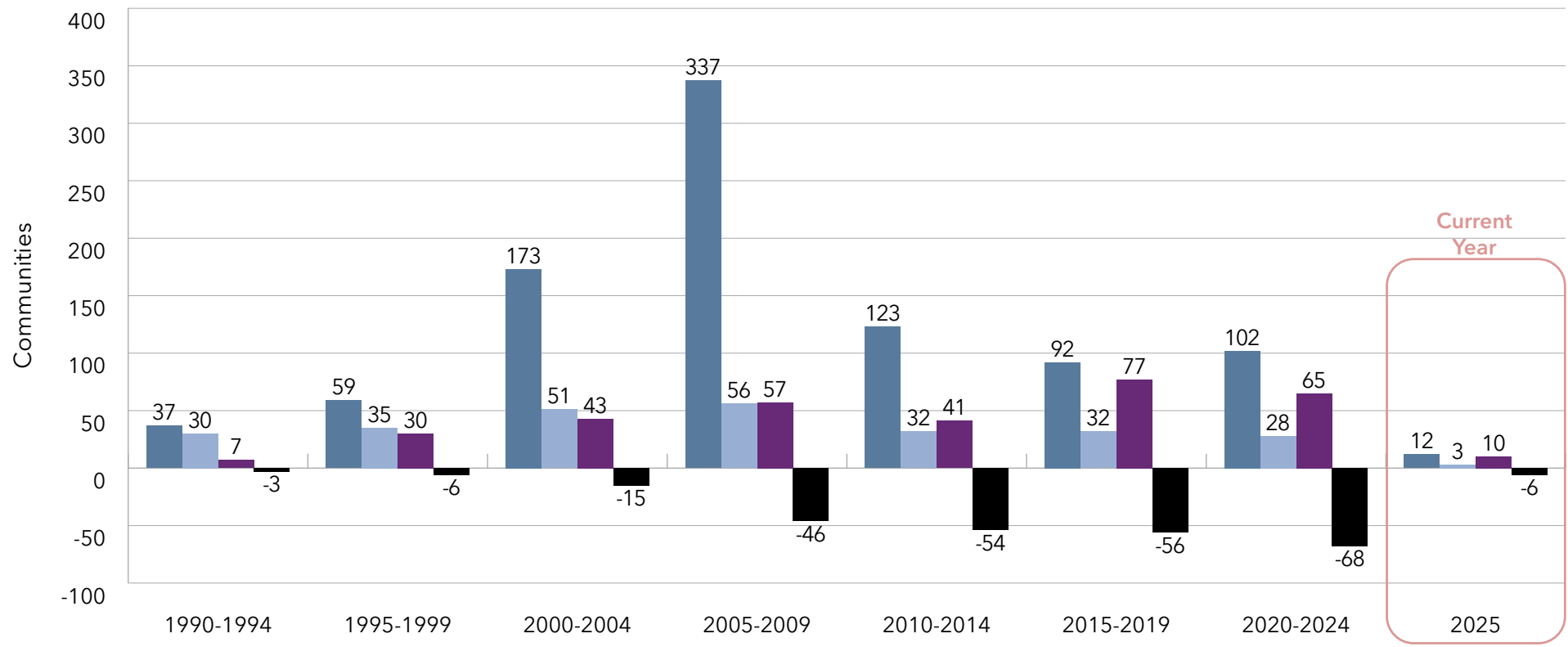
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 50 Systems



KEY:



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

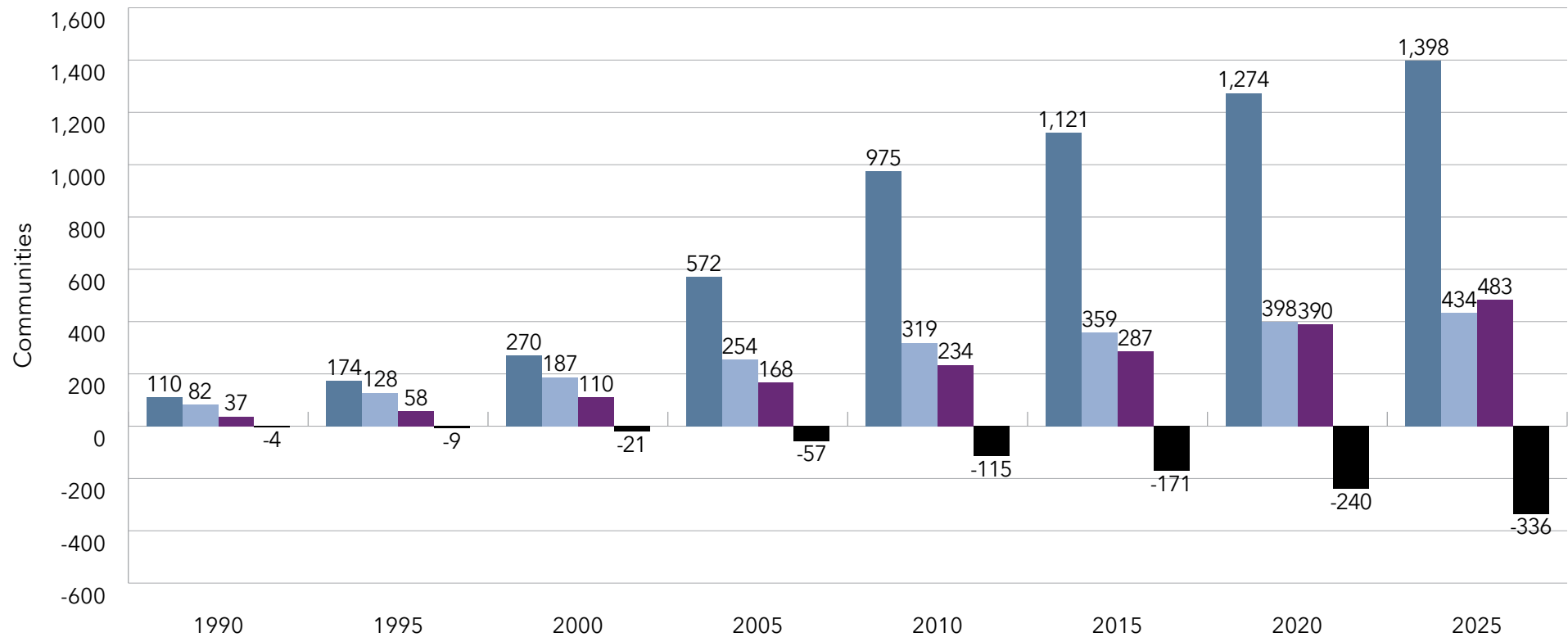
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Cumulative Growth of Largest 100 Systems



KEY:



Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

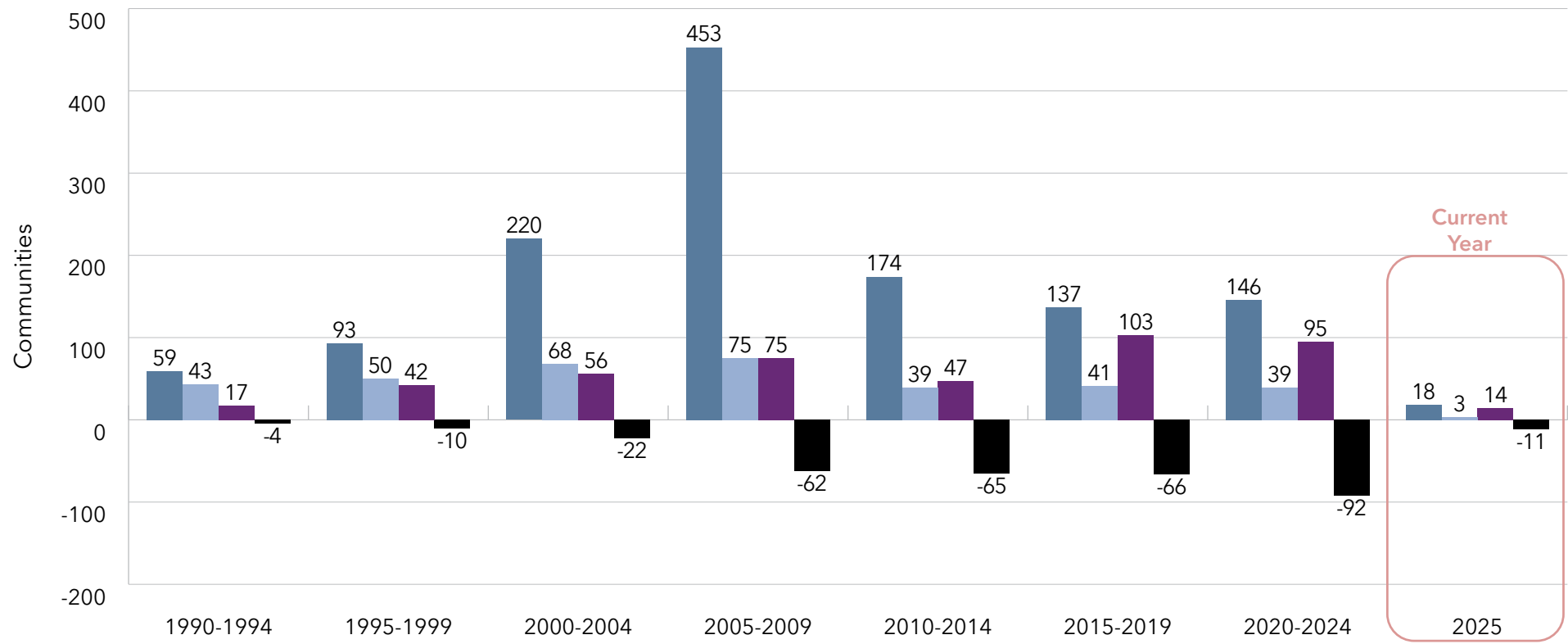
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 100 Systems



KEY:



Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

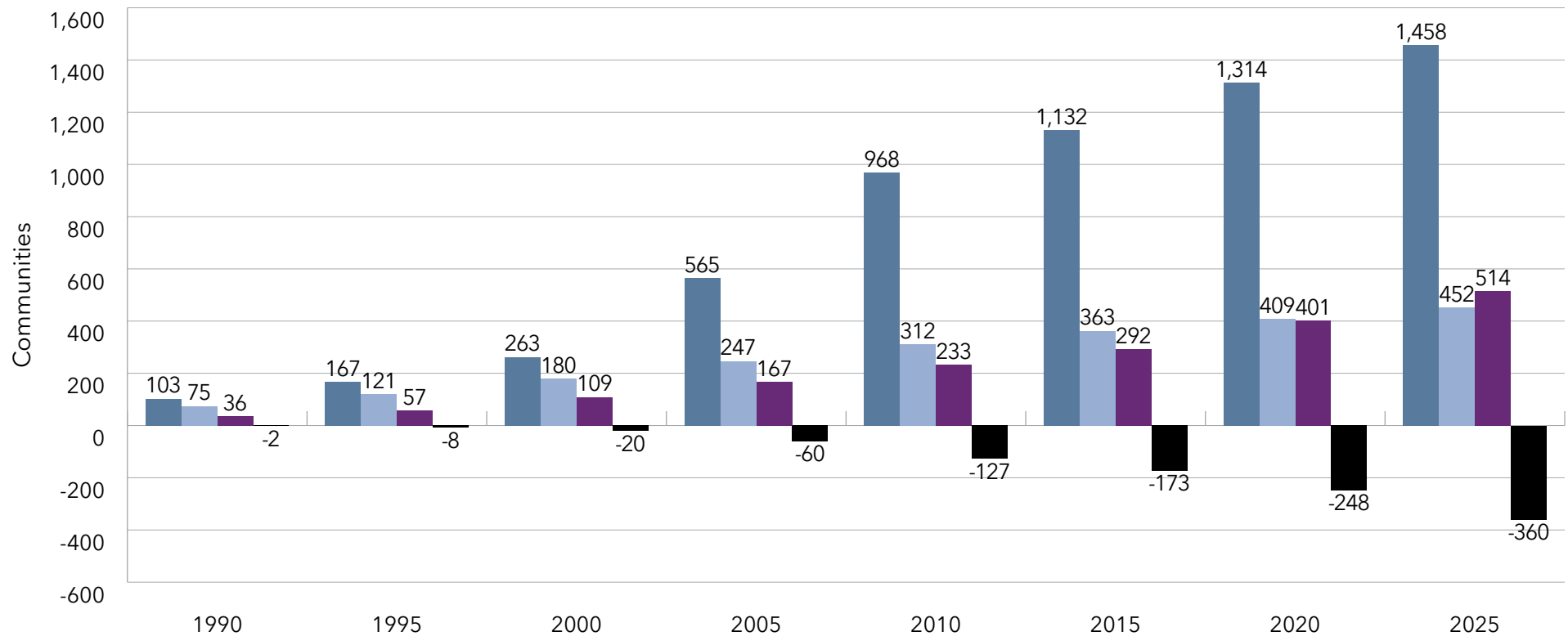
Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth of Communities

Cumulative Growth of Largest 150 Systems



KEY:



Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

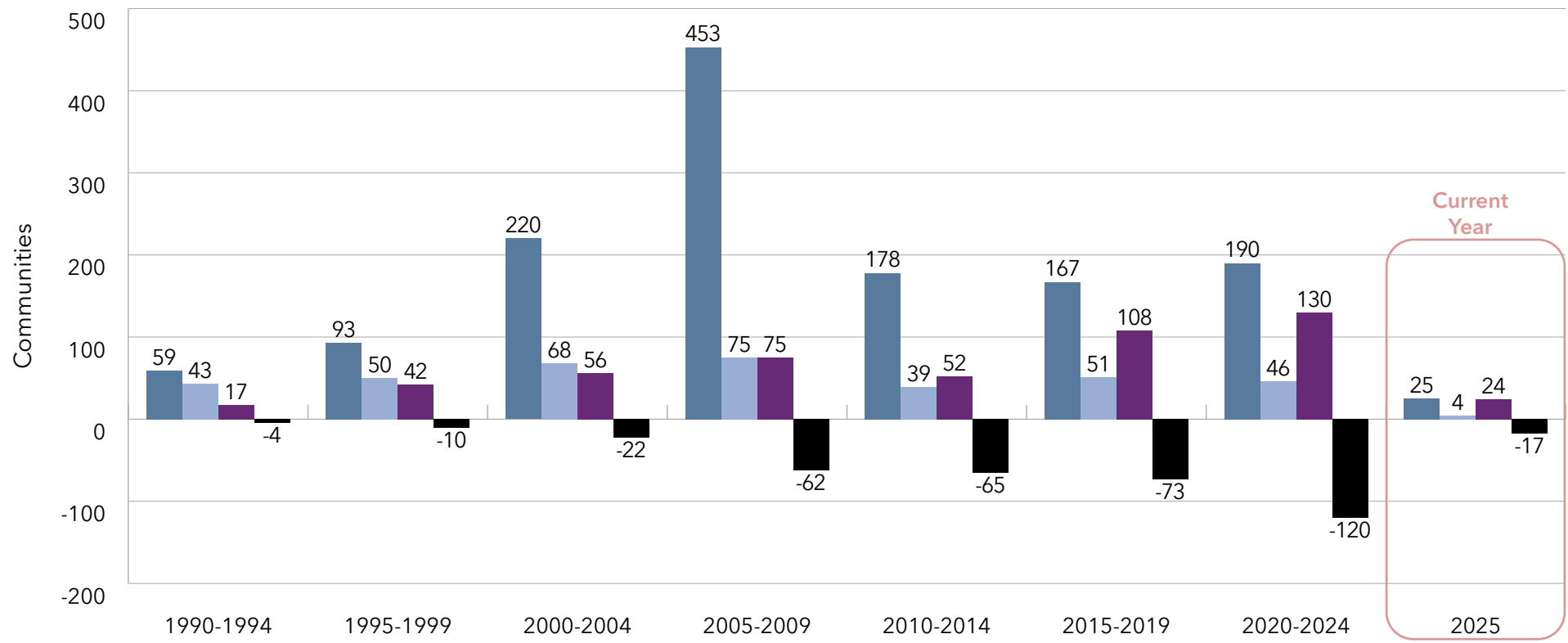
Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 150 Systems



KEY:



Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

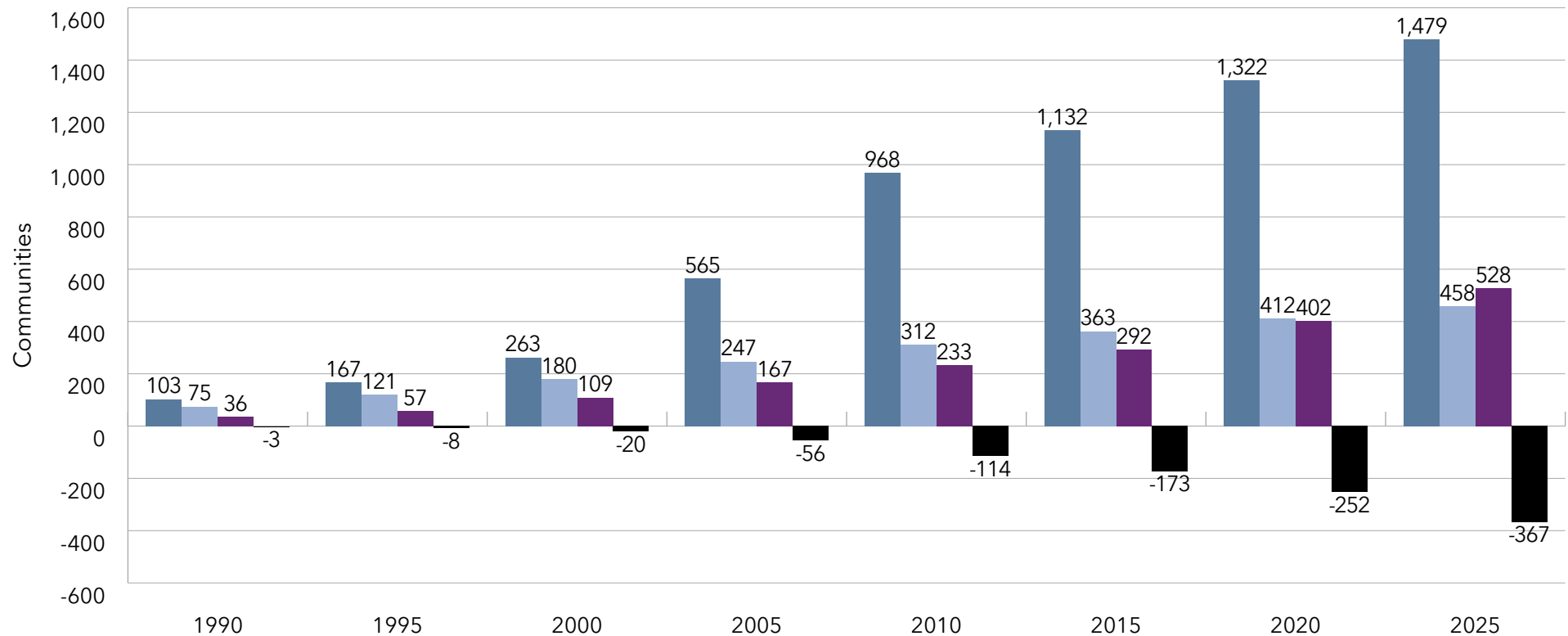
Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Growth: Type of Growth by Communities

Cumulative Growth Of Largest 200 Systems



KEY:



Expansion



New Community



Merger/Aquisition/Affiliation



Disposition

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

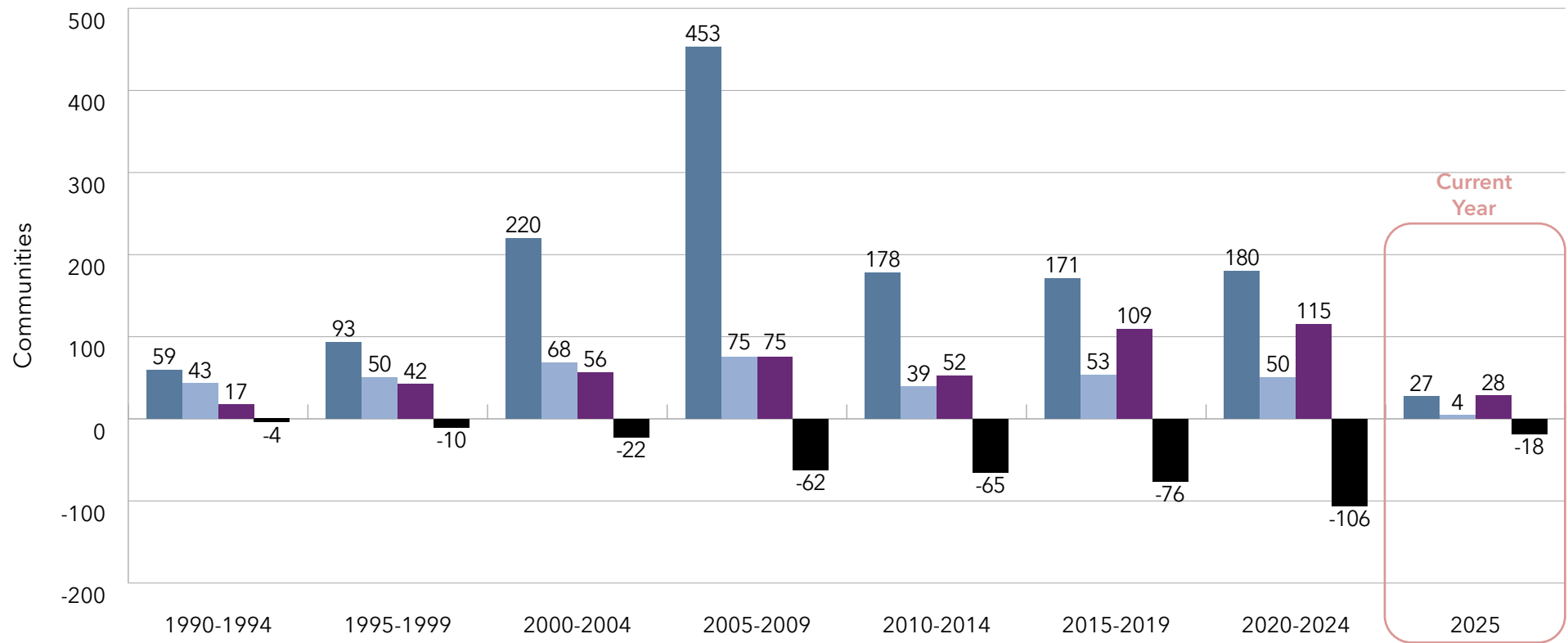
Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth Of Largest 200 Systems



KEY:



Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

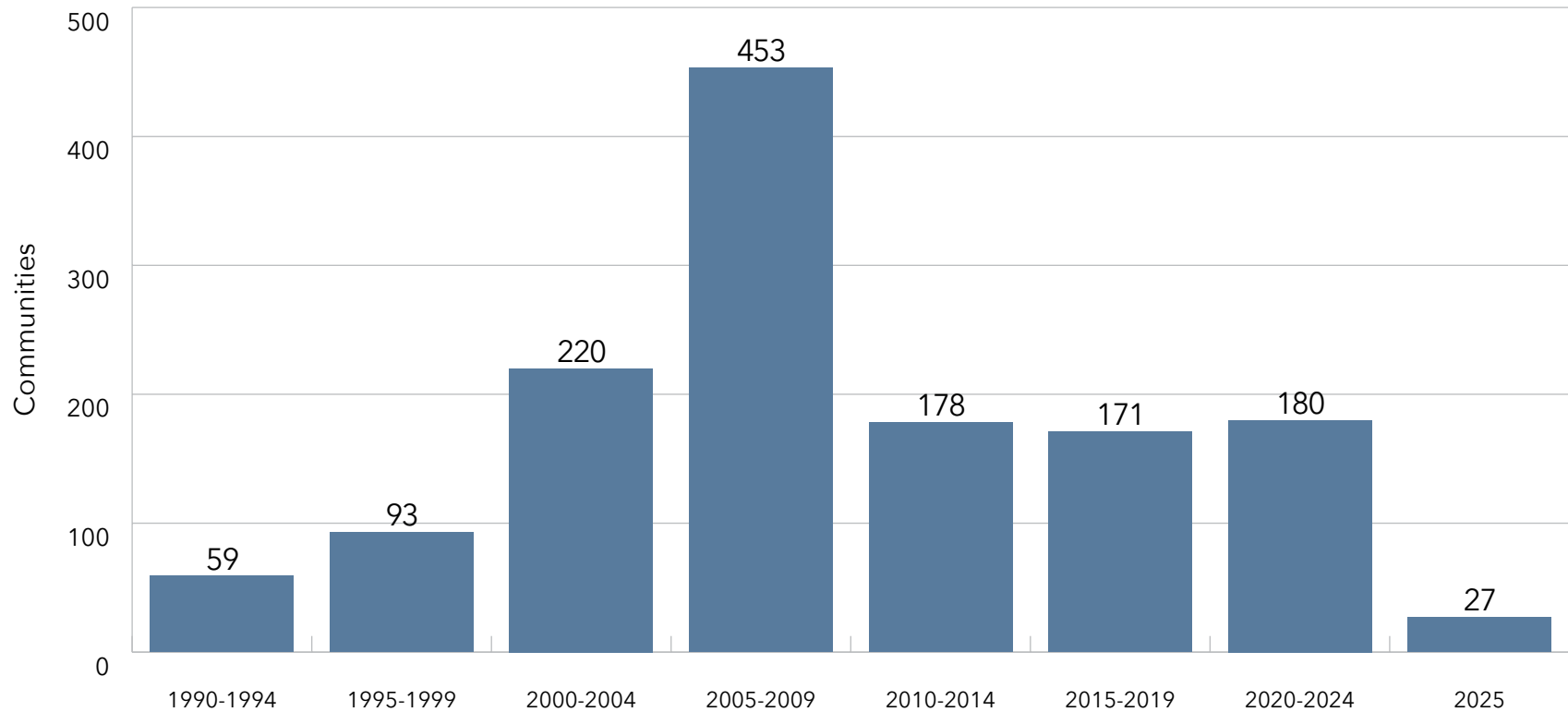
Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Growth: Expansions

Historical Growth Of Largest 200 Systems



KEY: Expansion

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

Growth: Expansions

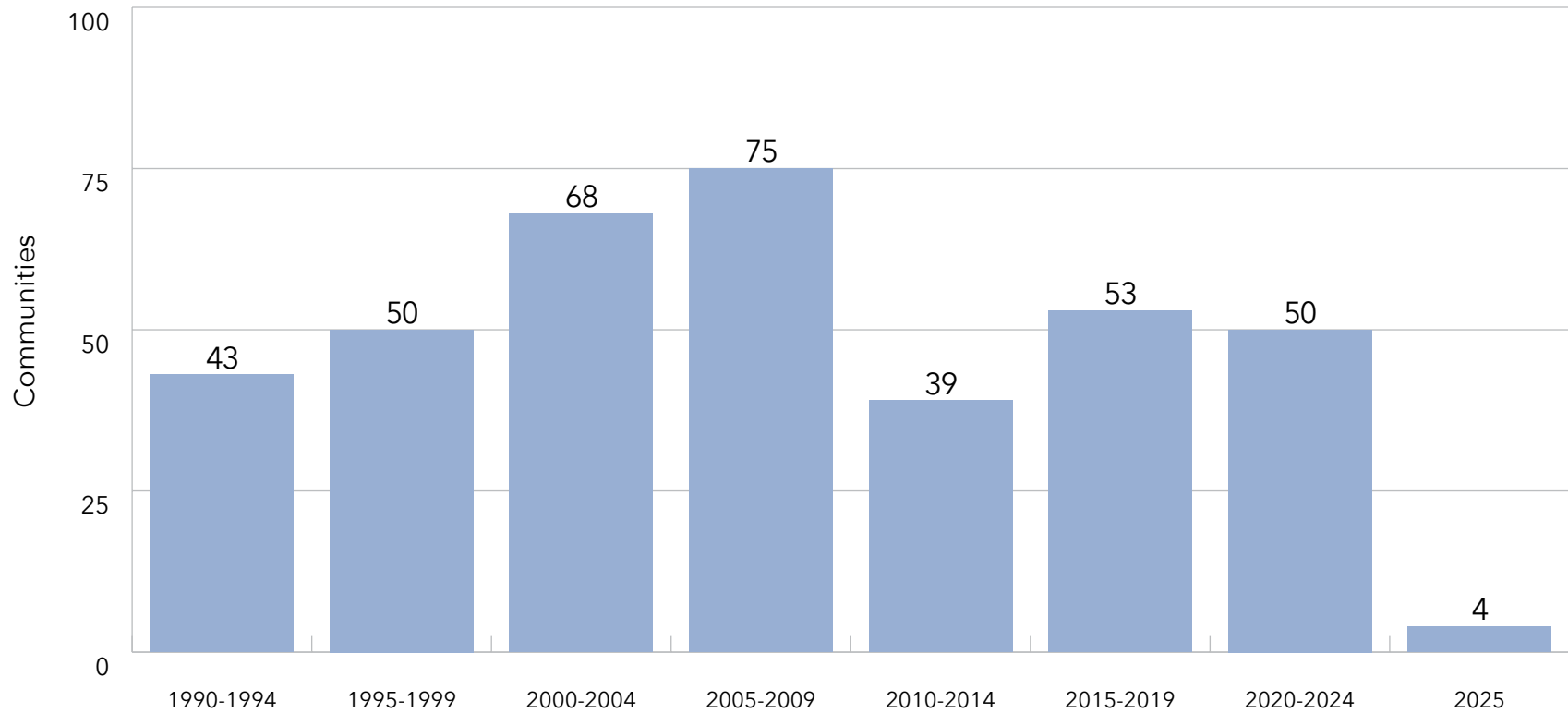
2025 Community Expansions

2026 Rank	System Name	Community	City	State	Community Type
1	National Senior Communities	Avery Point	Richmond	VA	IL
1	National Senior Communities	Wind Crest	Highlands Ranch	CO	IL/AL
1	National Senior Communities	Woodleigh Chase	Fairfax	VA	IL
1	National Senior Communities	Ashby Ponds	Ashburn	VA	IL/AL
1	National Senior Communities	Tallgrass Creek	Overland Park	KS	IL
1	National Senior Communities	Linden Ponds	Hingham	MA	AL
3	Presbyterian Homes & Services	Marvella	St. Paul	MN	IL
3	Presbyterian Homes & Services	Dickson Hollow	Menomonee Falls	WI	IL
3	Presbyterian Homes & Services	Kirkland Crossings	Pewaukee	WI	IL
12	Westminster Retirement Communities of Florida	Westminster Shores	St. Petersburg	FL	IL
12	Westminster Retirement Communities of Florida	Westminster St. Augustine	St. Augustine	FL	IL
29	Willow Valley Communities	Lakes	Willow Street	PA	IL
55	Hebrew SeniorLife	Center Communities of Brookline	Brookline	MA	IL
55	Hebrew SeniorLife	Simon C. Fireman Community	Randolph	MA	IL
57	Givens Communities	Givens Highland Farms	Black Mountain	NC	IL
58	LifeSpire of Virginia	The Glebe	Daleville	VA	IL
91	Tandem Living	Woodcrest Villa	Lancaster	PA	IL
94	Brio Living Services	Porter Hills Village	Grand Rapids	MI	IL
101	Moorings Park	Moorings Park Grande Lake	Naples	FL	IL/AL
106	Landis Communities	Landis Homes	Lititz	PA	IL
110	Lutheran Social Ministries of Maryland	The Lutheran Village at Miller's Grant	Ellicott City	MD	IL/AL
124	Grace Inspired Living	Lutheran Community at Telford	Telford	PA	IL
133	LutherCare	Luther Acres	Lititz	PA	IL
134	Brazos Presbyterian Homes Holding Inc.	Longhorn Village	Austin	TX	IL
164	Pleasant View Communities	Pleasant View Communities	Manheim	PA	IL

Note: Due to the high volume of expansions in 2025, the cut off was less than 20 total units. There were an additional 19 expansions in 2025.

Growth: New Communities

Historical Growth Of Largest 200 Systems



KEY: ■ New Community

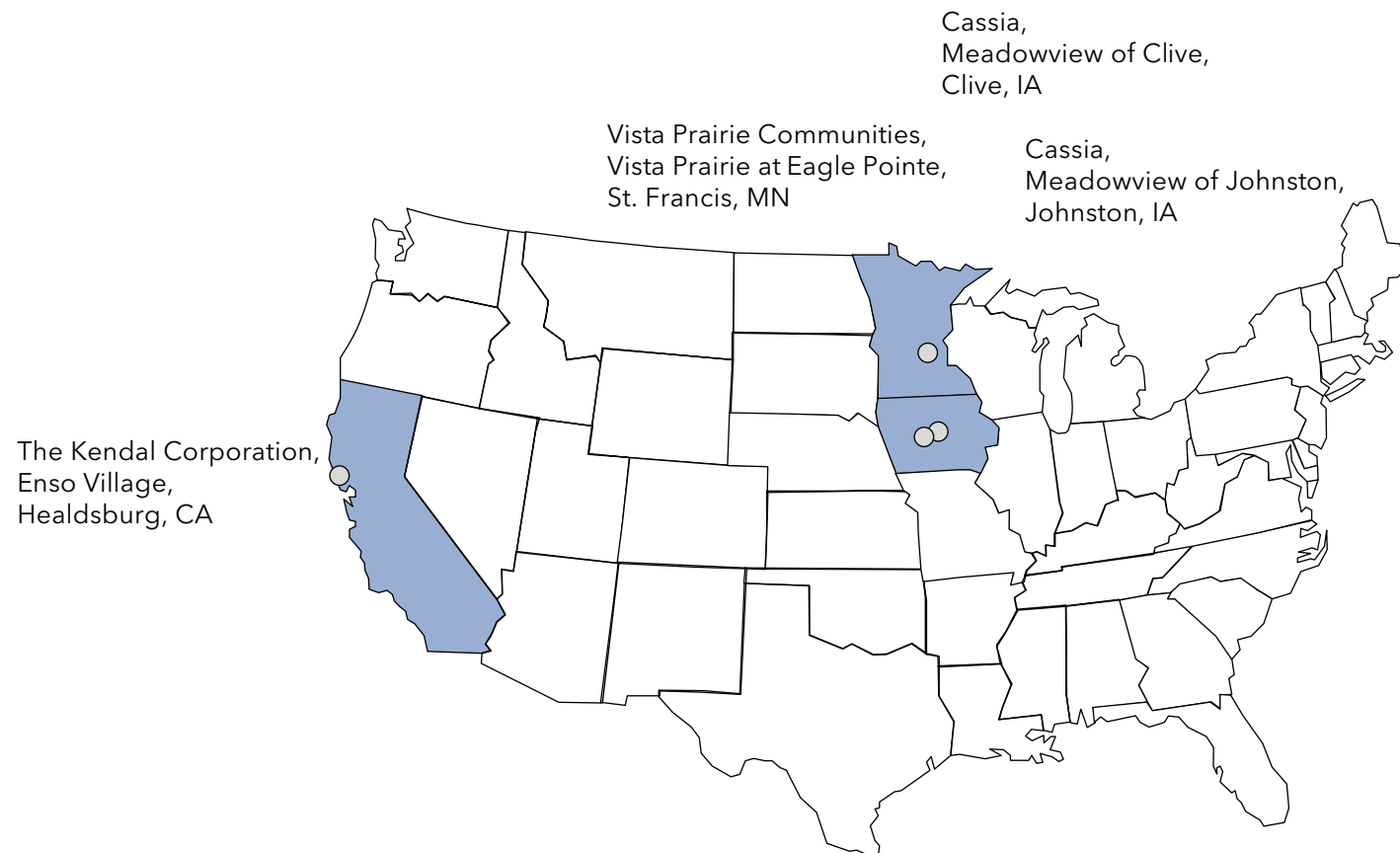
New Community: Growth by the addition of units through construction of a new location.

Growth: New Communities

2025 Community Openings

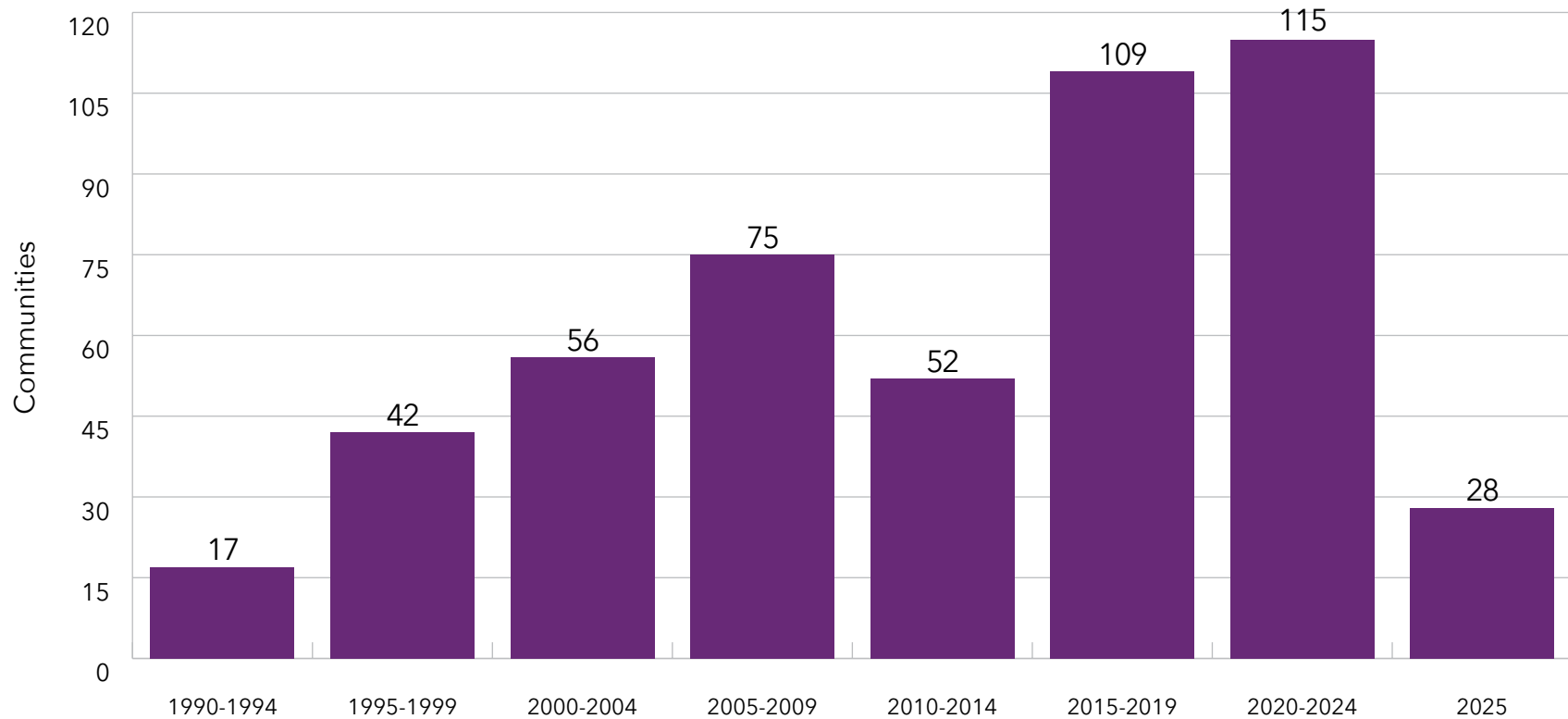
2026 Rank	System Name	Community	City	State	Community Type
15	Cassia	Meadowview of Clive	Clive	IA	AL
15	Cassia	Meadowview of Johnston	Johnston	IA	AL
26	The Kendal Corporation	Enso Village	Healdsburg	CA	IL/AL
100	Vista Prairie Communities	Vista Prairie at Eagle Pointe	St. Francis	MN	IL/AL

Growth: New Communities 2025 Locations



Growth: Mergers/Acquisitions/Affiliations

Historical Growth Of Largest 200 Systems



KEY:

Merger/Aquisition/Affiliation

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

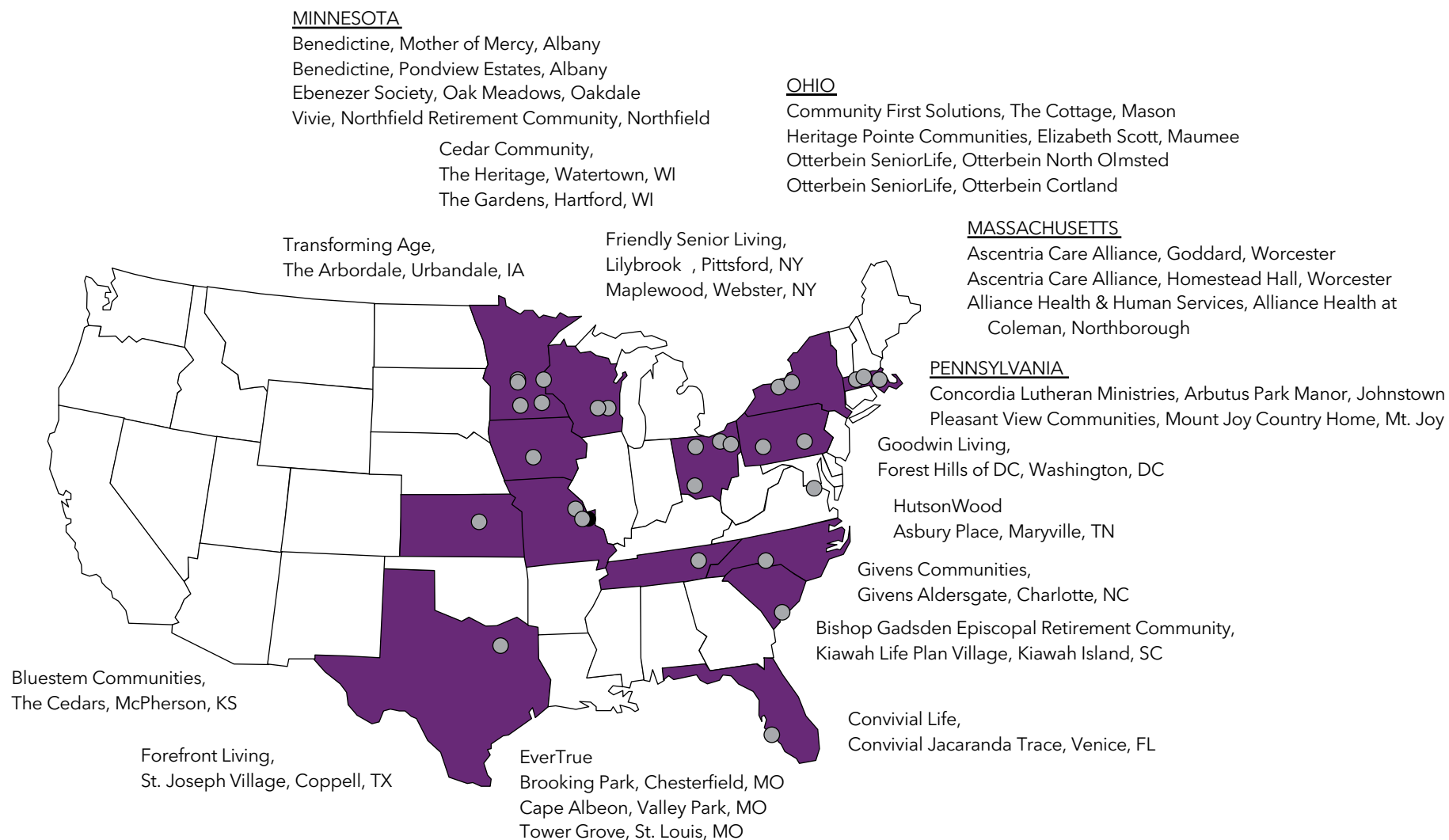
Growth: Mergers/Acquisitions/Affiliations

2025 Mergers/Acquisitions/Affiliations

2026 Rank	System Name	Community	City	State	Community Type
9	Benedictine	Benedictine Mother of Mercy	Albany	MN	IL/NH
9	Benedictine	Benedictine Pondview Estates	Albany	MN	IL
11	EverTrue	Brooking Park	Chesterfield	MO	LPC
11	EverTrue	Cape Albeon	Valley Park	MO	IL/AL
11	EverTrue	Tower Grove	St. Louis	MO	IL
14	Otterbein SeniorLife	Otterbein North Olmsted	North Olmsted	OH	IL/AL
14	Otterbein SeniorLife	Otterbein Cortland	Cortland	OH	LPC
18	Transforming Age	The Arbordale	Urbandale	IA	IL
20	Concordia Lutheran Ministries	Arbutus Park Manor	Johnstown	PA	LPC
48	Vivie	Northfield Retirement Community	Northfield	MN	IL/AL
57	Givens Communities	Givens Aldersgate	Charlotte	NC	LPC
83	Goodwin Living	Forest Hills of DC	Washington	DC	AL/NH
92	Forefront Living	St Joseph Village	Coppell	TX	LPC
98	Alliance Health & Human Services	Alliance Health at Coleman	Northborough	MA	AL/NH
114	Heritage Pointe Communities	Elizabeth Scott Community	Maumee	OH	LPC
115	Cedar Community	The Heritage, a Cedar Community	Watertown	WI	IL/AL
115	Cedar Community	The Gardens, a Cedar Community	Hartford	WI	AL
127	Friendly Senior Living	Lilybrook	Pittsford	NY	IL
127	Friendly Senior Living	Maplewood	Webster	NY	NH
128	Bluestem Communities	The Cedars	McPherson	KS	LPC
132	Ebenezer Society	Oak Meadows	Oakdale	MN	AL
140	Community First Solutions	The Cottage of Mason	Mason	OH	AL
146	Ascentria Care Alliance	Goddard	Worcester	MA	IL
146	Ascentria Care Alliance	Homestead Hall	Worcester	MA	NH
154	Bishop Gadsden Episcopal Retirement Community	Kiawah Life Plan village	Kiawah Island	SC	IL/AL
163	Convivial Life Inc.	Convivial Jacaranda Trace	Venice	FL	IL/AL
164	Pleasant View Communities	Mount Joy Country Homes	Mount Joy	PA	IL
189	HutsonWood, Inc.	Asbury Place Maryville	Maryville	TN	IL/AL

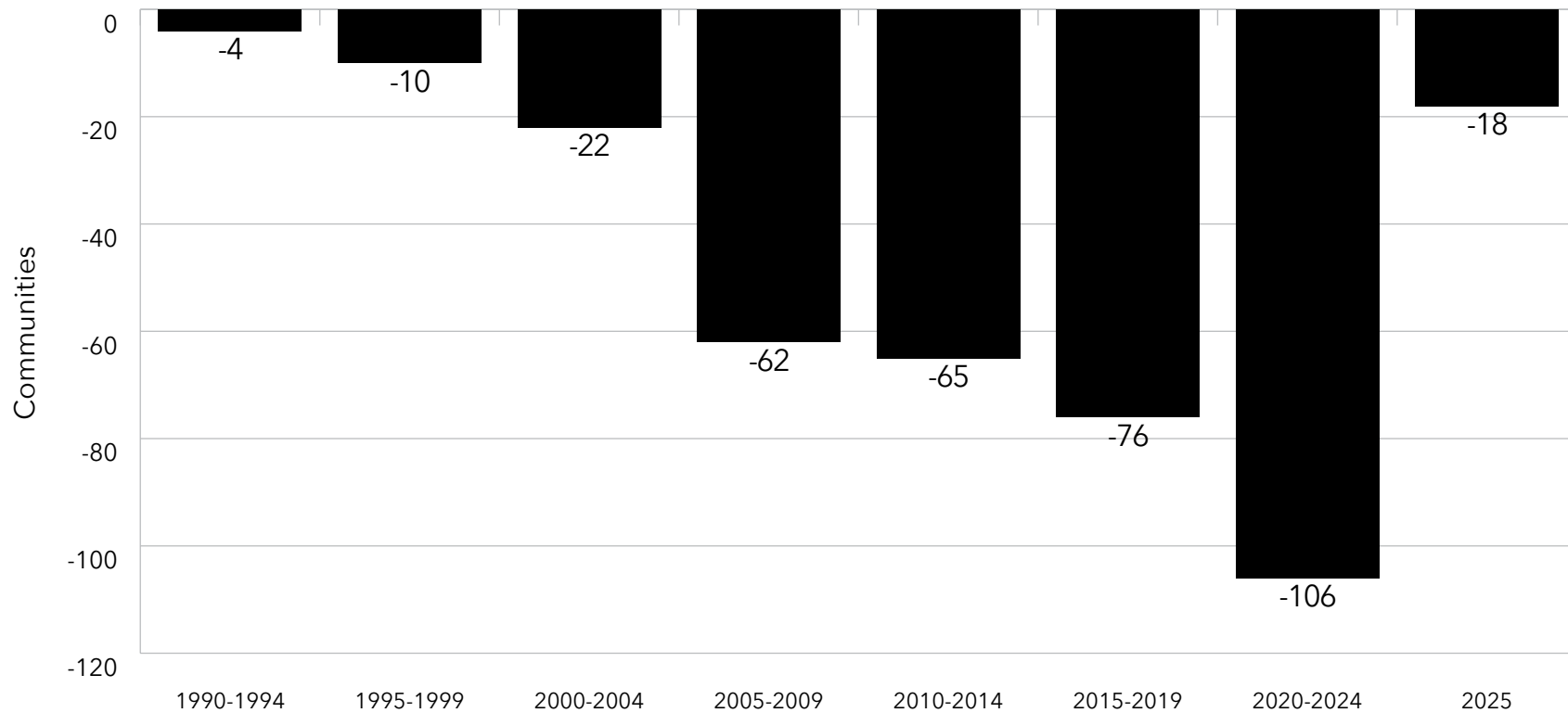
Growth: Affiliations/Mergers/Acquisitions

2025 Locations



Growth: Dispositions

Historical Growth Of Largest 200 Systems



KEY:

Disposition

Disposition: The sale or closure of a community.

Growth: Dispositions

2025 Community Closures or Dispositions

2026 Rank	System Name	Community	City	State	Community Type
2	The Evangelical Lutheran Good Samaritan Society	Good Samaritan Society Corsica	Corsica	SD	NH
10	Lifespace Communities, Inc.	Abbey Delray	Delray Beach	FL	LPC
11	EverTrue	Richmond Terrace	Richmond Heights	MO	AL
20	Concordia Lutheran Ministries	Concordia Village of Tampa	Tampa	FL	LPC
31	Ohio Living	Ohio Living Lake Vista	Cortland	OH	LPC
35	Bethesda Senior Living Communities	LifeStream at Youngtown	Youngtown	AZ	IL/AL
54	United Church Homes	Harmar Place	Marietta	OH	NH
56	Bethesda Health Group, Inc	Bethesda Meadow	St. Louis	MO	NH
69	St. Francis Health Services of Morris, Inc.	Walnut Court	Hancock	MN	IL
69	St. Francis Health Services of Morris, Inc.	Meadows on Main	Renville	MN	IL
74	Phoebe Ministries	Phoebe Wyncote	Wyncote	PA	LPC
100	Vista Prairie Communities	Vista Prairie at Emerald Village	North Olmsted	OH	IL/AL
112	United Methodist Homes	Tunkhannock Manor	Tunkhannock	PA	AL
112	United Methodist Homes	Hilltop Campus	Johnson City	NY	NH
132	Ebenezer Society	Loren on Park	Minneapolis	MN	AL
145	Messiah Lifeways	Mt Joy Country Homes	Mt Joy	PA	IL
189	HutsonWood, Inc.	Vernon Rehab Center	Wabash	IN	NH

Growth: Dispositions

2025 Locations

MINNESOTA

Ebenezer Society, Loren on Park, Minneapolis
 St. Francis Health Services of Morris, Meadows on Main, Renville
 St. Francis Health Services of Morris, Walnut Court, Hancock

*ELGSS,
 Good Samaritan Society Corsica,
 Corsica, SD

OHIO

Ohio Living, Ohio Living Lake Vista, Cortland
 United Church Homes, Harmar Place, Marietta
 Vista Prairie Communities, Vista Prairie at Emerald Village, North Olmsted

HutsonWood
 Vernon Rehab Center, Wabash, IN

United Methodist Homes
 Hilltop Campus, Johnson City, NY

PENNSYLVANIA

Messiah Lifeways, Mt. Joy Country Homes, Mt. Joy
 Phoebe Ministries, Phoebe Wyncote, Wyncote
 United Methodist Homes, Tunkhannock Manor,
 Tunkhannock

Bethesda Health Group
 Bethesda Meadow, St. Louis, MO

EverTrue
 Richmond Terrace, Richmond Heights, MO

Lifespace Communities
 Abbey Delray, Delray Beach, FL

Concordia Lutheran Ministries
 Concordia Village, Tampa, FL

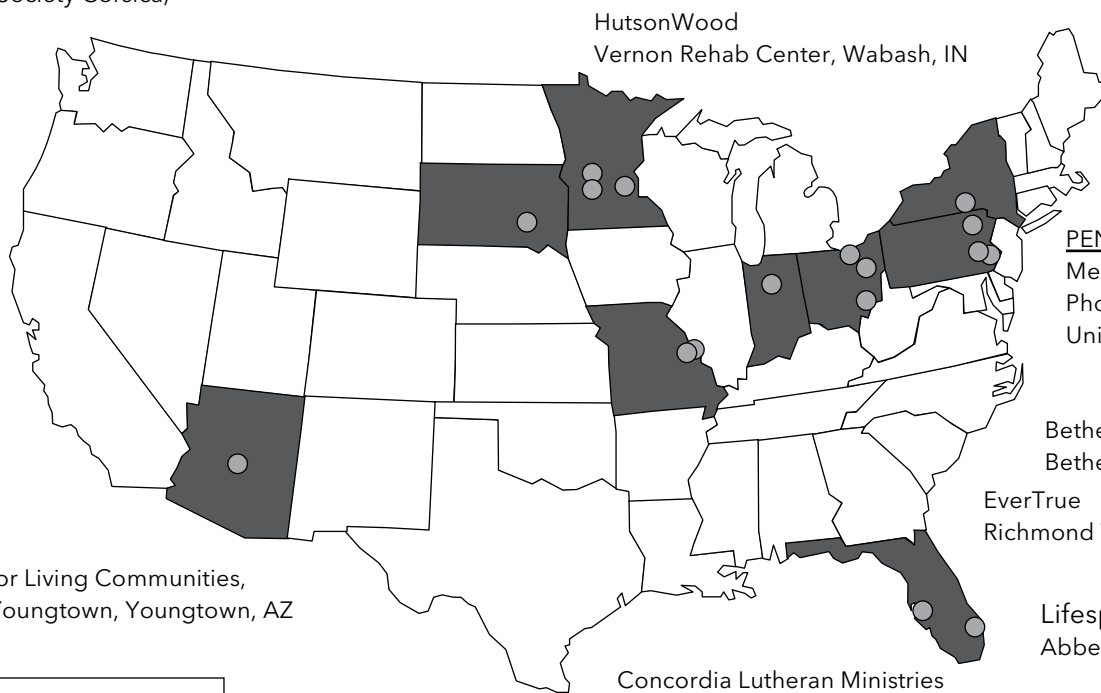
Bethesda Senior Living Communities,
 LifeStream at Youngtown, Youngtown, AZ

Of the 17 Dispositions:

*4 Closures**

13 Sold

*ELGSS: The Evangelical Lutheran Good
 Samaritan Society



Chapter 6

Additional Listings

Additional listings were added to LZ 200 with its inaugural publication: single-campus senior living and largest individual campuses. These lists are composed of LeadingAge members that fit within these specific categories. Like the rest of the LZ 200, these are quantitative, not qualitative, listings. It should be noted that with the 2024 LZ 200, the single-campus senior living listings were increased from the largest 150 to the largest 200.

Single-Campus Senior Living Communities

A single-campus senior living community offers care at one location, or campus (Chart 6-1a). The single-campus communities are ranked by number of units. The single-campus organizations listed in Chapter 6.1a-i are not part of a system but are single-site organizations. These organizations may offer additional services, such as home-based care in the greater community, but oversee only one facility-based operation. A clear majority of these organizations are Life Plan Communities.

Chart 6-1b shows the ‘Over 200’ single-campus organizations. The single campus listing stops at the 200th largest not-for-profit community, leaving

some senior living campuses just beyond the list’s cut-off. The “Over 200” is a listing of the over 200 single campuses tracked by Ziegler and sorted alphabetically and determined by size.

A new chart added this year, Chart 6-1c Assisted and Skilled Composition, shows a combined percentage of private (67%) versus semi-private (33%).

Chart 6-1d shows a small percentage (38%) of single-site campuses offer affordable housing.

Chart 6-1e-f shows that 31% of these organizations offer some type of home-based care, either to residents or to individuals in the greater community.

Figure 6-1g-h reveals that most of these organizations have adopted Electronic Medical/Health Records (EMR/EHR) and Electronic Point of Care/Point of Service (POC/POS) Documentation Systems, and nearly 20% have adopted robotic applications within their communities.

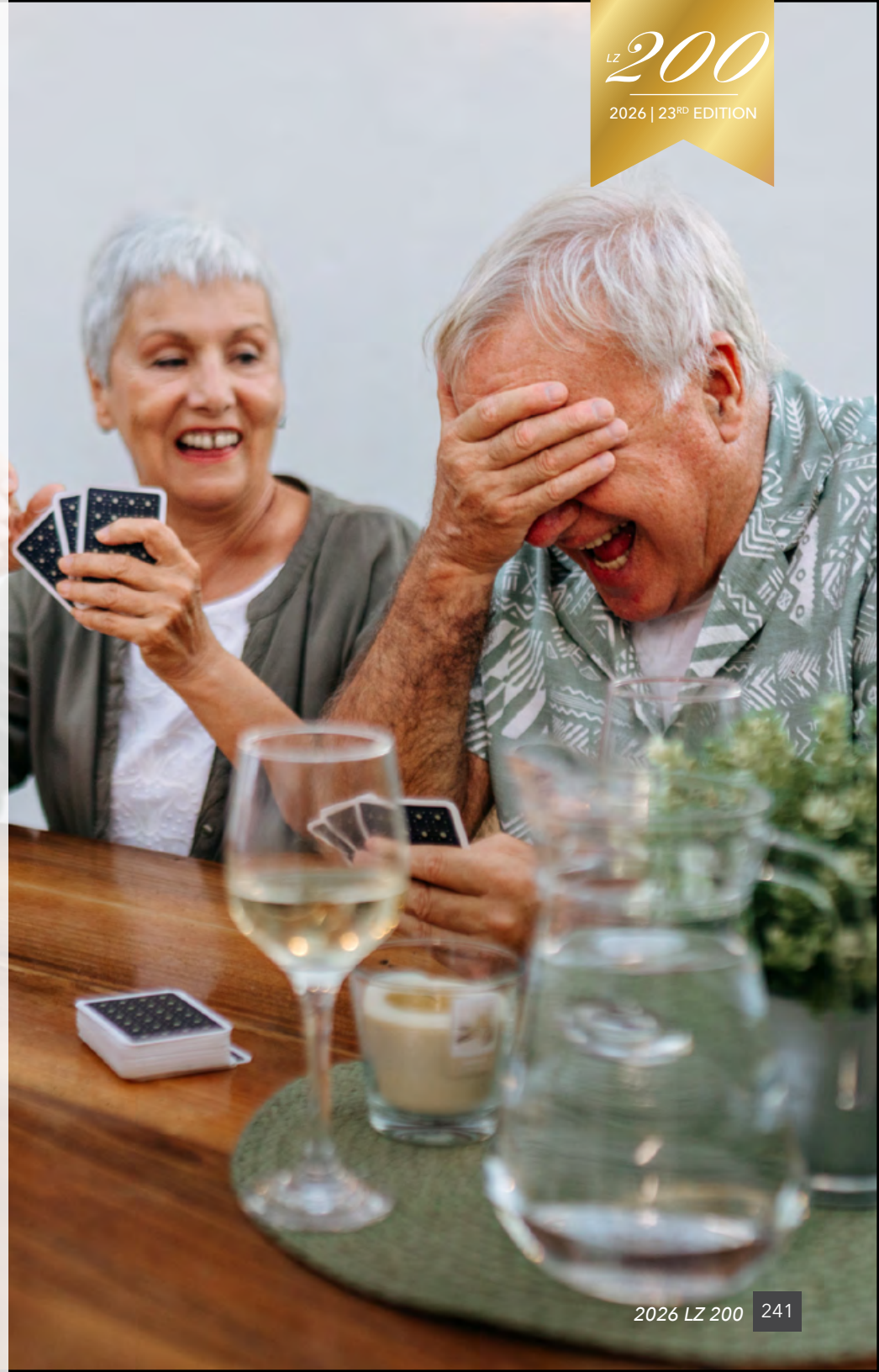
Two new charts added in the 2023 LZ 200 is 6-1i-j that shows future growth of single-site communities wherein 58% plan to expand or reposition in 2026 or 2027, while 42% plan to grow their community either through acquisition, affiliation or new development (a 2nd campus or satellite campus).

Largest Individual Campuses

Added back into the publication in 2019 is a listing of the largest 200 not-for-profit campuses in the country, regardless of whether they are a single-campus community or part of a multi-site organization within the LZ 200 (Chart 6-1ki). The largest campus, Riderwood Village (MD), has a total of 2,126 market-rate units.

New in 2026: The Largest 200 Not-For-Profit Senior Living Multi-Site and Single-Site Organizations

It has been noted that the year-over-year growth of several single-site campuses have reached a level in total unit size comparable to some of the largest multi-site systems. Chart 6.2 shows a combined listing of the largest multi-site and single-site organizations and where the single-site campuses fall within the 2026 Rank.



Additional Listings: Single-Campus Senior Living Communities

The Nation's 200 Largest Not-for-Profit Single-Campus Senior Living Organizations

2026 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
1	Shell Point Retirement Community	Fort Myers	FL	1,829	1,293	356	180	70.7%	19.5%	9.8%
2	Charlestown (Erickson Senior Living)	Catonsville	MD	1,691	1,380	208	103	81.6%	12.3%	6.1%
3	John Knox Village	Lee's Summit	MO	1,310	1,009	180	121	77.0%	13.7%	9.2%
4	Panorama	Lacey	WA	969	784	45	140	80.9%	4.6%	14.4%
5	Westminster Canterbury Richmond	Richmond	VA	893	598	137	158	67.0%	15.3%	17.7%
6	Glencroft Center for Modern Aging	Glendale	AZ	865	391	314	160	45.2%	36.3%	18.5%
7	Brethren Village	Lititz	PA	858	577	141	140	67.2%	16.4%	16.3%
8	John Knox Village of Florida Inc.	Pompano Beach	FL	847	796	51	0	94.0%	6.0%	0.0%
9	Cross Keys Village - The Brethren Home Community	New Oxford	PA	841	618	123	100	73.5%	14.6%	11.9%
10	John Knox Village of Central Florida Inc.	Orange City	FL	806	543	113	150	67.4%	14.0%	18.6%
11	Friendship Village of Tempe	Tempe	AZ	769	550	91	128	71.5%	11.8%	16.6%
12	MorseLife Health System	West Palm Beach	FL	708	182	356	170	25.7%	50.3%	24.0%
13	Lakeview Village, Inc.	Lenexa	KS	698	514	26	158	73.6%	3.7%	22.6%
14	St. Camillus	Milwaukee	WI	688	444	194	50	64.5%	28.2%	7.3%
15	Beatitudes Campus	Phoenix	AZ	687	494	121	72	71.9%	17.6%	10.5%
16	Royal Oaks	Sun City	AZ	674	502	172	0	74.5%	25.5%	0.0%
17	Fleet Landing	Atlantic Beach	FL	670	482	118	70	71.9%	17.6%	10.4%
18	Atlantic Shores	Virginia Beach	VA	663	557	66	40	84.0%	10.0%	6.0%
19	Twin Lakes Community	Burlington	NC	654	482	68	104	73.7%	10.4%	15.9%
20	Tel Hai Retirement Community	Honey Brook	PA	645	426	100	119	66.0%	15.5%	18.4%
21	Carolina Meadows, Inc.	Chapel Hill	NC	640	476	78	86	74.4%	12.2%	13.4%
22	Waterman Communities Inc.	Mount Dora	FL	639	418	101	120	65.4%	15.8%	18.8%
23	Waterman Village	Mount Dora	FL	639	418	101	120	65.4%	15.8%	18.8%
24	Mary's Woods	Lake Oswego	OR	630	481	149	0	76.3%	23.7%	0.0%
25	Rolling Green Village	Greenville	SC	620	496	50	74	80.0%	8.1%	11.9%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 200 Largest Not-for-Profit Single-Campus Senior Living Organizations

2026 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
26	Army Residence Community	San Antonio	TX	617	448	78	91	72.6%	12.6%	14.7%
27	Copeland Oaks	Sebring	Oh	599	325	124	150	54.3%	20.7%	25.0%
28	Miami Jewish Health	Miami	FL	592	96	113	383	16.2%	19.1%	64.7%
29	Springmoor Life Care Retirement Community	Raleigh	NC	580	389	18	173	67.1%	3.1%	29.8%
30	San Francisco Campus for Jewish Living	San Francisco	CA	580	0	202	378	0.0%	34.8%	65.2%
31	Cypress Cove at HealthPark Florida	Ft. Myers	FL	577	425	88	64	73.7%	15.3%	11.1%
32	Luther Manor	Wauwatosa	WI	559	326	134	99	58.3%	24.0%	17.7%
33	Londonderry Village	Palmyra	PA	554	408	58	88	73.6%	10.5%	15.9%
34	Masonic Care Community of New York	Utica	NY	551	151	80	320	27.4%	14.5%	58.1%
35	The Brothers of Mercy	Clarence	NY	547	211	96	240	38.6%	17.6%	43.9%
36	Casa de las Campanas	San Diego	CA	540	371	72	97	68.7%	13.3%	18.0%
37	Westminster	Austin	TX	532	373	74	85	70.1%	13.9%	16.0%
38	Paradise Valley Estates	Fairfield	CA	529	391	78	60	73.9%	14.7%	11.3%
39	Williamsburg Landing Inc.	Williamsburg	VA	523	356	109	58	68.1%	20.8%	11.1%
40	CC Young	Dallas	TX	511	225	161	125	44.0%	31.5%	24.5%
41	VMP Healthcare & Community Living	West Allis	WI	508	263	95	150	51.8%	18.7%	29.5%
42	Deerfield Episcopal Retirement Community, Inc.	Asheville	NC	502	378	62	62	75.3%	12.4%	12.4%
43	Compass Park (Indiana Masonic Homes)	Franklin	IN	501	217	117	167	43.3%	23.4%	33.3%
44	Jewish Home fka Jewish Senior Life	Rochester	NY	496	90	78	328	18.1%	15.7%	66.1%
45	Bridgewater Retirement Community	Bridgewater	VA	495	270	98	127	54.5%	19.8%	25.7%
46	The Estates at Carpenters	Lakeland	FL	493	372	49	72	75.5%	9.9%	14.6%
47	Riddle Village	Media	PA	492	357	49	86	72.6%	10.0%	17.5%
48	Carolina Village Inc.	Hendersonville	NC	488	370	60	58	75.8%	12.3%	11.9%
49	Philadelphia Protestant Home	Philadelphia	PA	485	244	129	112	50.3%	26.6%	23.1%
50	The Forum at Rancho San Antonio	Cupertino	CA	484	342	84	58	70.7%	17.4%	12.0%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 200 Largest Not-for-Profit Single-Campus Senior Living Organizations

2026 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
51	Mennonite Home of Albany, Inc	Albany	OR	484	318	124	42	65.7%	25.6%	8.7%
52	The Glenridge on Palmer Ranch	Sarasota	FL	483	376	48	59	77.8%	9.9%	12.2%
53	Manor Park, Inc.	Midland	TX	483	330	109	44	68.3%	22.6%	9.1%
54	Lenbrook	Atlanta	GA	481	403	18	60	83.8%	3.7%	12.5%
55	Toby & Leon Cooperman Sinai Residences	Boca Raton	FL	477	345	72	60	72.3%	15.1%	12.6%
56	Falcons Landing	Potomac Falls	VA	476	327	89	60	68.7%	18.7%	12.6%
57	Air Force Enlisted Village	Shalimar	FL	472	408	64	0	86.4%	13.6%	0.0%
58	Montereau	Tulsa	OK	471	325	73	73	69.0%	15.5%	15.5%
59	Vicar's Landing	Ponte Vedra Beach	FL	469	373	36	60	79.5%	7.7%	12.8%
60	Meadowood	Worcester	PA	468	339	70	59	72.4%	15.0%	12.6%
61	Virginia Mennonite Retirement Community	Harrisonburg	VA	468	266	82	120	56.8%	17.5%	25.6%
62	Cornwall Manor	Cornwall	PA	463	331	36	96	71.5%	7.8%	20.7%
63	O'Connor Woods	Stockton	CA	461	245	116	100	53.1%	25.2%	21.7%
64	Homestead Village Enhanced Senior Living	Lancaster	PA	460	376	26	58	81.7%	5.7%	12.6%
65	Providence Point (Baptist Senior Family)	Pittsburgh	PA	459	333	84	42	72.5%	18.3%	9.2%
66	Epworth Villa	Oklahoma City	OK	459	258	114	87	56.2%	24.8%	19.0%
67	The Wesley Community	Saratoga Springs	NY	456	60	40	356	13.2%	8.8%	78.1%
68	Mercy Ridge, Inc.	Timonium	MD	455	408	47	0	89.7%	10.3%	0.0%
69	White Horse Village	Newtown Sq	PA	453	330	68	55	72.8%	15.0%	12.1%
70	St Mark Village	Palm harbor	FL	453	253	120	80	55.8%	26.5%	17.7%
71	Arbor Acres United Methodist Retirement Community, Inc.	Winston Salem	NC	451	273	95	83	60.5%	21.1%	18.4%
72	Penney Retirement Community	Penney Farms	FL	449	319	80	50	71.0%	17.8%	11.1%
73	Jefferson's Ferry	South Setauket	NY	447	306	81	60	68.5%	18.1%	13.4%
74	Lutheran Jamestown	Jamestown	NY	446	136	96	214	30.5%	21.5%	48.0%
75	The Highlands at Wyomissing	Wyomissing	PA	445	302	63	80	67.9%	14.2%	18.0%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 200 Largest Not-for-Profit Single-Campus Senior Living Organizations

2026 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
76	Terwilliger Plaza	Portland	OR	442	375	67	0	84.8%	15.2%	0.0%
77	St. Paul Homes	Greenville	PA	442	106	144	192	24.0%	32.6%	43.4%
78	North Hill Communities, Inc.	Needham	MA	436	320	44	72	73.4%	10.1%	16.5%
79	Peter Becker Community	Harleysville	PA	435	323	40	72	74.3%	9.2%	16.6%
80	Carol Woods	Chapel Hill	NC	434	315	89	30	72.6%	20.5%	6.9%
81	Orlando Senior Health Network	Orlando	FL	433	184	81	168	42.5%	18.7%	38.8%
82	Masonic Village at Burlington	Burlington	NJ	430	233	77	120	54.2%	17.9%	27.9%
83	The Trezevant Episcopal Home	Memphis	TN	428	220	104	104	51.4%	24.3%	24.3%
84	Dunwoody Village	Newtown Square	PA	427	265	81	81	62.1%	19.0%	19.0%
85	Shenandoah Valley Westminster-Canterbury	Winchester	VA	426	315	60	51	73.9%	14.1%	12.0%
86	Mt. San Antonio Gardens	Pomona	CA	426	287	91	48	67.4%	21.4%	11.3%
87	Greenwood Village South	Greenwood	IN	426	253	41	132	59.4%	9.6%	31.0%
88	Pennswood Village	newtown	PA	425	331	41	53	77.9%	9.6%	12.5%
89	Canterbury Court	Atlanta	GA	422	319	63	40	75.6%	14.9%	9.5%
90	Marquette	Indianapolis	IN	422	296	69	57	70.1%	16.4%	13.5%
91	Westminster Canterbury of Lynchburg	Lynchburg	VA	421	262	54	105	62.2%	12.8%	24.9%
92	Seabury	Bloomfield	CT	421	242	107	72	57.5%	25.4%	17.1%
93	Edenwald	Towson	MD	418	254	94	70	60.8%	22.5%	16.7%
94	Quarryville Presbyterian retirement Community	Quarryville	PA	416	237	69	110	57.0%	16.6%	26.4%
95	Good Samaritan Home of Quincy	Quincy	IL	413	184	26	203	44.6%	6.3%	49.2%
96	Capital Manor	Salem	OR	412	295	117	0	71.6%	28.4%	0.0%
97	eliseo	Tacoma	WA	412	204	71	137	49.5%	17.2%	33.3%
98	Laurel Lake Retirement Community Inc.	Hudson	OH	411	275	61	75	66.9%	14.8%	18.2%
99	Fellowship Community	Whitehall	PA	410	151	138	121	36.8%	33.7%	29.5%
100	Bay Village of Sarasota, Inc.	Sarasota	FL	409	278	36	95	68.0%	8.8%	23.2%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 200 Largest Not-for-Profit Single-Campus Senior Living Organizations

2026 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
101	Southminster, Inc.	Charlotte	NC	406	321	25	60	79.1%	6.2%	14.8%
102	Oak Hammock at the University of Florida	Gainesville	FL	406	269	64	73	66.3%	15.8%	18.0%
103	Friendship Village of Dublin	Dublin	OH	405	300	55	50	74.1%	13.6%	12.3%
104	Horizon House	Seattle	WA	404	326	78	0	80.7%	19.3%	0.0%
105	The Hill at Whitemarsh	Lafayette Hill	PA	402	306	42	54	76.1%	10.4%	13.4%
106	Lutheran Social Ministries at Crane's Mill	West Caldwell	NJ	402	276	70	56	68.7%	17.4%	13.9%
107	Westminster Village	Bloomington	IL	402	234	72	96	58.2%	17.9%	23.9%
108	Plymouth Place Inc.	Lagrange Park	IL	400	240	78	82	60.0%	19.5%	20.5%
109	Peconic Landing	Greenport	NY	399	296	43	60	74.2%	10.8%	15.0%
110	The Mayflower	Winter Park	FL	397	292	45	60	73.6%	11.3%	15.1%
111	The Pines at Davidson, Inc.	Davidson	NC	397	292	30	75	73.6%	7.6%	18.9%
112	Galloway Ridge, Inc.	Pittsboro	NC	396	314	42	40	79.3%	10.6%	10.1%
113	Frasier Meadows Manor, Inc.	Boulder	CO	395	303	38	54	76.7%	9.6%	13.7%
114	Pennybyrn	High Point	NC	395	222	48	125	56.2%	12.2%	31.6%
115	The Forest at Duke	Durham	NC	394	304	32	58	77.2%	8.1%	14.7%
116	Brandermill Woods Retirement Community	Midlothian	VA	394	275	59	60	69.8%	15.0%	15.2%
117	Willamette View Inc.	Portland	OR	393	300	87	6	76.3%	22.1%	1.5%
118	Foulkeways at Gwynedd	Gwynedd	PA	393	258	89	46	65.6%	22.6%	11.7%
119	Dallas Retirement Village	Dallas	OR	393	187	85	121	47.6%	21.6%	30.8%
120	Kahala Senior Living Community, Inc.	Honolulu	HI	392	270	62	60	68.9%	15.8%	15.3%
121	Westminster-Canterbury of the Blue Ridge	Charlottesville	VA	390	281	109	0	72.1%	27.9%	0.0%
122	Broadmead, Inc.	Cockeysville	MD	389	298	40	51	76.6%	10.3%	13.1%
123	Elim Park Baptist Home	Cheshire	CT	389	257	42	90	66.1%	10.8%	23.1%
124	The Sharon at SouthPark	Charlotte	NC	384	248	40	96	64.6%	10.4%	25.0%
125	Still Hopes Episcopal Retirement Community	West Columbia	SC	383	265	48	70	69.2%	12.5%	18.3%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 200 Largest Not-for-Profit Single-Campus Senior Living Organizations

2026 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
126	The Osborn	Rye	NY	382	198	100	84	51.8%	26.2%	22.0%
127	Warm Hearth Village	Blacksburg	VA	380	170	150	60	44.7%	39.5%	15.8%
128	Salemtowne	Winston-Salem	NC	376	224	52	100	59.6%	13.8%	26.6%
129	Tabor Hills, Inc.	Naperville	IL	376	103	104	169	27.4%	27.7%	44.9%
130	Butterfield Trail Village, Inc.	Fayetteville	AR	373	280	15	78	75.1%	4.0%	20.9%
131	Heritage Community of Kalamazoo	Kalamazoo	MI	373	145	138	90	38.9%	37.0%	24.1%
132	Friendship Village of Kalamazoo	Kalamazoo	MI	372	232	83	57	62.4%	22.3%	15.3%
133	Saint John's Communities, Inc.	Milwaukee	WI	371	296	50	25	79.8%	13.5%	6.7%
134	The Meth-Wick Community	Cedar Rapids	IA	370	248	56	66	67.0%	15.1%	17.8%
135	Hillcrest	La Verne	CA	370	239	72	59	64.6%	19.5%	15.9%
136	Peabody Retirement Community	Manchester	IN	367	57	118	192	15.5%	32.2%	52.3%
137	Brewster Place	Topeka	KS	364	239	28	97	65.7%	7.7%	26.6%
138	St. James Place of Baton Rouge	Baton Rouge	LA	363	210	63	90	57.9%	17.4%	24.8%
139	Village On The Isle	Venice	FL	362	234	64	64	64.6%	17.7%	17.7%
140	Trinity Woods	Tulsa	OK	360	212	64	84	58.9%	17.8%	23.3%
141	Meadowlark Hills	Manhattan	KS	359	187	38	134	52.1%	10.6%	37.3%
142	Ginger Cove	Annapolis	MD	358	232	71	55	64.8%	19.8%	15.4%
143	Searstone Retirement Community	Cary	NC	357	318	14	25	89.1%	3.9%	7.0%
144	Friendsview Retirement Community	Newberg	OR	352	252	100	0	71.6%	28.4%	0.0%
145	Three Pillars Senior Communities	Dousman	WI	352	158	144	50	44.9%	40.9%	14.2%
146	Snyder Village	Metamora	IL	351	202	65	84	57.5%	18.5%	23.9%
147	Brookhaven at Lexington	Lexington	MA	350	289	49	12	82.6%	14.0%	3.4%
148	Niagara Lutheran Health System; The GreenFields	Lancaster	NY	349	92	97	160	26.4%	27.8%	45.8%
149	Wake Robin Corporation	Shelburne	VT	348	250	41	57	71.8%	11.8%	16.4%
150	Covenant Woods	Mechanicsville	VA	348	227	59	62	65.2%	17.0%	17.8%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 200 Largest Not-for-Profit Single-Campus Senior Living Organizations

2026 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
151	Sunnyside Village	Sarasota	FL	346	226	60	60	65.3%	17.3%	17.3%
152	Fairmount Homes	Ephrata	PA	345	155	76	114	44.9%	22.0%	33.0%
153	Shorehaven	Oconomowoc	WI	345	141	116	88	40.9%	33.6%	25.5%
154	Lions Gate CCRC	Voorhees	NJ	344	164	70	110	47.7%	20.3%	32.0%
155	Piper Shores	Scarborough	ME	342	252	50	40	73.7%	14.6%	11.7%
156	Vinson Hall	McLean	VA	342	236	57	49	69.0%	16.7%	14.3%
157	Friendship Haven	Fort Dodge	IA	338	108	104	126	32.0%	30.8%	37.3%
158	Larksfield Place Retirement Communities, Inc.	Wichita	KS	337	185	72	80	54.9%	21.4%	23.7%
159	The Redwoods - A Community of Seniors	Mill Valley	CA	336	148	130	58	44.0%	38.7%	17.3%
160	Burcham Hills	East Lansing	MI	336	44	159	133	13.1%	47.3%	39.6%
161	St. Anne's Retirement Community	Columbia	PA	334	169	53	112	50.6%	15.9%	33.5%
162	EdenHill Communities	New Braunfels	TX	334	147	63	124	44.0%	18.9%	37.1%
163	The Village at Germantown	Germantown	TN	333	230	48	55	69.1%	14.4%	16.5%
164	WhiteStone (A Masonic & Eastern Star Community)	Greensboro	NC	332	210	36	86	63.3%	10.8%	25.9%
165	Wesley Commons	Greenwood	SC	330	190	60	80	57.6%	18.2%	24.2%
166	The Wesleyan	Georgetown	Texas	329	245	84	0	74.5%	25.5%	0.0%
167	Casa Dorinda	Montecito	CA	327	235	92	0	71.9%	28.1%	0.0%
168	Plymouth Harbor on Sarasota Bay	Sarasota	FL	326	215	60	51	66.0%	18.4%	15.6%
169	Elm Terrace Gardens	Lansdale	PA	326	150	80	96	46.0%	24.5%	29.4%
170	Atherton Baptist Homes	Alhambra	CA	323	217	36	70	67.2%	11.1%	21.7%
171	Pilgrim Place In Claremont	Claremont	CA	321	189	70	62	58.9%	21.8%	19.3%
172	Whitney Center, Inc.	Hamden	CT	318	228	60	30	71.7%	18.9%	9.4%
173	Waverly Heights	Gladwyne	PA	317	218	68	31	68.8%	21.5%	9.8%
174	The Glen Retirement System	Shreveport	LA	316	60	130	126	19.0%	41.1%	39.9%
175	Spanish Cove Retirement Village	Yukon	OK	314	202	55	57	64.3%	17.5%	18.2%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 200 Largest Not-for-Profit Single-Campus Senior Living Organizations

2026 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
176	ClarkLindsey	Urbana	IL	313	200	64	49	63.9%	20.4%	15.7%
177	Carleton-Willard Homes, Inc.	Bedford	MA	313	157	56	100	50.2%	17.9%	31.9%
178	Redstone Village	Huntsville	AL	312	148	108	56	47.4%	34.6%	17.9%
179	Sierra Winds	Peoria	AZ	310	240	0	70	77.4%	0.0%	22.6%
180	Briarwood Retirement Community	Worcester	MA	310	174	54	82	56.1%	17.4%	26.5%
181	Woodland Pond at New Paltz	New Paltz	NY	307	207	60	40	67.4%	19.5%	13.0%
182	Heath Village	Hackettstown	NJ	307	159	40	108	51.8%	13.0%	35.2%
183	Foxdale Village	State College	PA	306	205	55	46	67.0%	18.0%	15.0%
184	Roland Park Place, Inc.	Baltimore	MD	303	222	65	16	73.3%	21.5%	5.3%
185	Hartsfield Village	Munster	IN	303	109	82	112	36.0%	27.1%	37.0%
186	Wesley Towers, Inc.	Hutchinson	KS	302	178	72	52	58.9%	23.8%	17.2%
187	Westminster Village	Scottsdale	AZ	300	239	61	0	79.7%	20.3%	0.0%
188	Legacy Pointe at UCF	Oviedo	FL	300	172	80	48	57.3%	26.7%	16.0%
189	Brevillier Village	Erie	PA	300	95	120	85	31.7%	40.0%	28.3%
190	The Vineyards California Armenian Home	Fresno	CA	300	60	121	119	20.0%	40.3%	39.7%
191	Blakeford at Green Hills	Nashville	TN	296	174	47	75	58.8%	15.9%	25.3%
192	RoseVilla	Portland	OR	294	262	16	16	89.1%	5.4%	5.4%
193	Spring Harbor at Green Island	Columbus	GA	294	196	58	40	66.7%	19.7%	13.6%
194	Immanuel Living at Buffalo Hill	Kalispell	MT	294	89	82	123	30.3%	27.9%	41.8%
195	Aviva Senior Living	Sarasota	FL	292	185	62	45	63.4%	21.2%	15.4%
196	Fox Run at Orchard Park	Orchard Park	NY	292	180	52	60	61.6%	17.8%	20.5%
197	Clement Manor, Inc.	Greenfield	WI	292	135	107	50	46.2%	36.6%	17.1%
198	Friendship Manor Inc.	Rock Island	IL	292	101	97	94	34.6%	33.2%	32.2%
199	Duncaster, Inc.	Bloomfield	CT	291	188	43	60	64.6%	14.8%	20.6%
200	Swiss Village Inc.	Berne	IN	291	87	76	128	29.9%	26.1%	44.0%

Additional Listings: Single-Campus Senior Living Communities The Over 200

The LZ 200 stops at the 200th largest single-site campus, leaving a number of senior living communities just beyond the list's cut-off. The Over 200 represents organizations ranked from 201-250

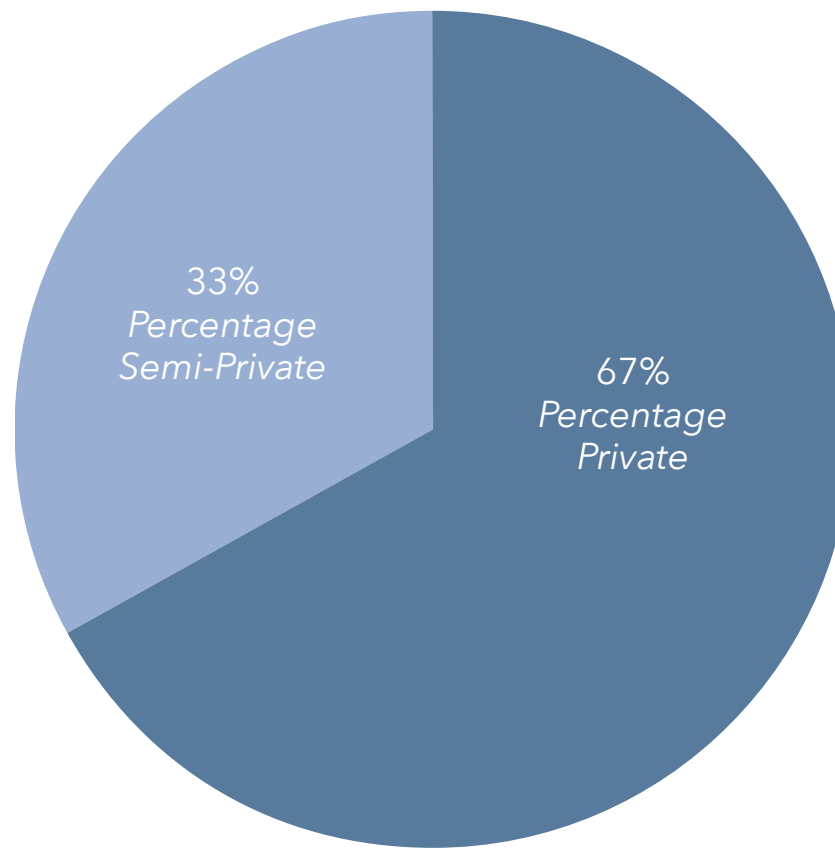
Over 200 (289 and fewer Total Units)

Bartels Lutheran Retirement Community (IA)
Baywood Court (CA)
Beacon Hill at Eastgate (MI)
Bishop Drumm Retirement Center (IA)
Cape Retirement Community (MO)
Central Baptist Village (IL)
Christwood (LA)
El Castillo Retirement Residences (NM)
Good Shepherd Home (OH)
Hearthwood Senior Living (IL)
Hollenbeck Palms (CA)
Holy Cross Village at Notre Dame (IN)
Josephine Caring Community (WA)
MAHOVA (Masonic Home of Virginia) (VA)
Rappahannock Westminster-Canterbury (VA)
Saint Mary's at Asbury Ridge (PA)
St. Mary's Home for the Aged (WI)
Stonehill Communities (IA)
The Admiral at the Lake (IL)
The Hearthstone (WA)
The Woodlands at Furman (SC)
ThurstonWoods Village (MI)
Timbercrest Senior Living Community (IN)
Warm Beach Senior Community (WA)
Westminster Towers (SC)

Over 200 (236 and fewer Total Units)

Aldersly (NC)
Attic Angel Place (WI)
Bayview (WA)
Bethany Home (WI)
Brethren Care Village (OH)
Channing House (CA)
Christian Care Retirement Community (IN)
Concordia Life Plan Community (OK)
Evenglow Senior Living (IL)
Fahrney Keedy Memorial Home (MD)
Franke Tobey Jones (WA)
Glenmeadow (MA)
Holly Hall Retirement Community (TX)
Lambeth House (LA)
Lasell Village (MA)
Lourdes Senior Community (MI)
Northcrest Community (IA)
Northfield Retirement Communities (NE)
Opus Newton by 2Life Communities (MA)
Penick Village (NC)
Presbyterian Village Inc. (AR)
United Zion Retirement Community (PA)
Webster at Rye (NH)
Westworth Senior Living (NH)
Wesley Manor Retirement Community (KY)

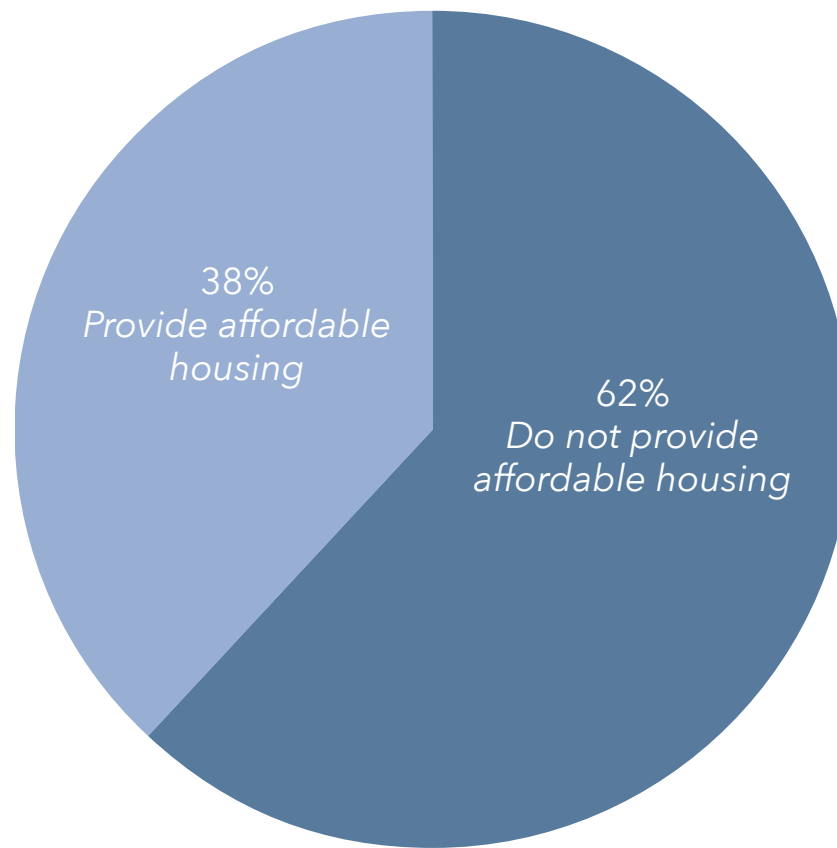
Additional Listings: The Largest 200 Single-Campus Senior Living Communities
Assisted and Skilled Composition: Private Versus Semi-Private Units



n = 134

Additional Listings: The Largest 200 Single-Campus Senior Living Communities

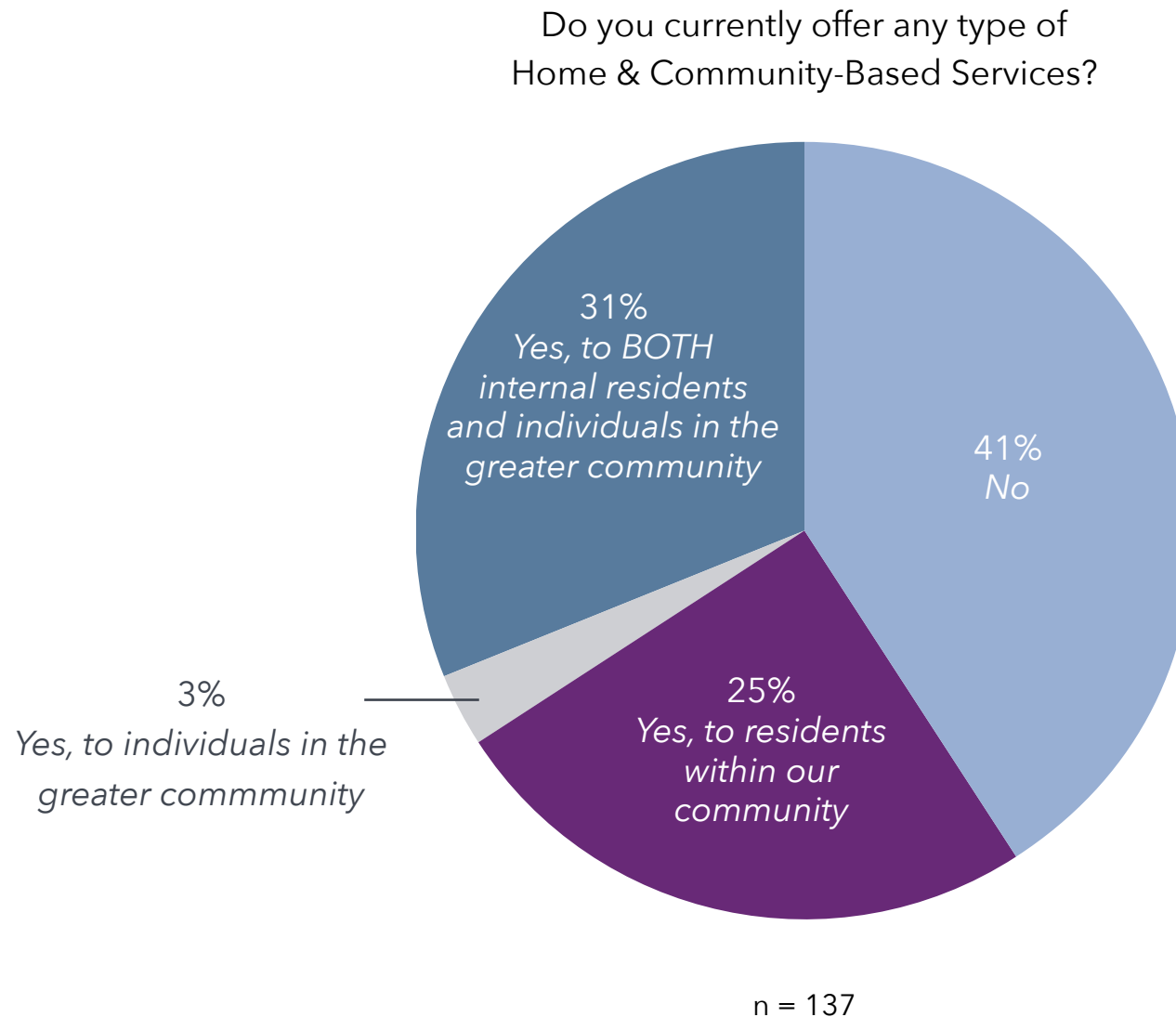
Single-Campus Providers With Affordable Housing



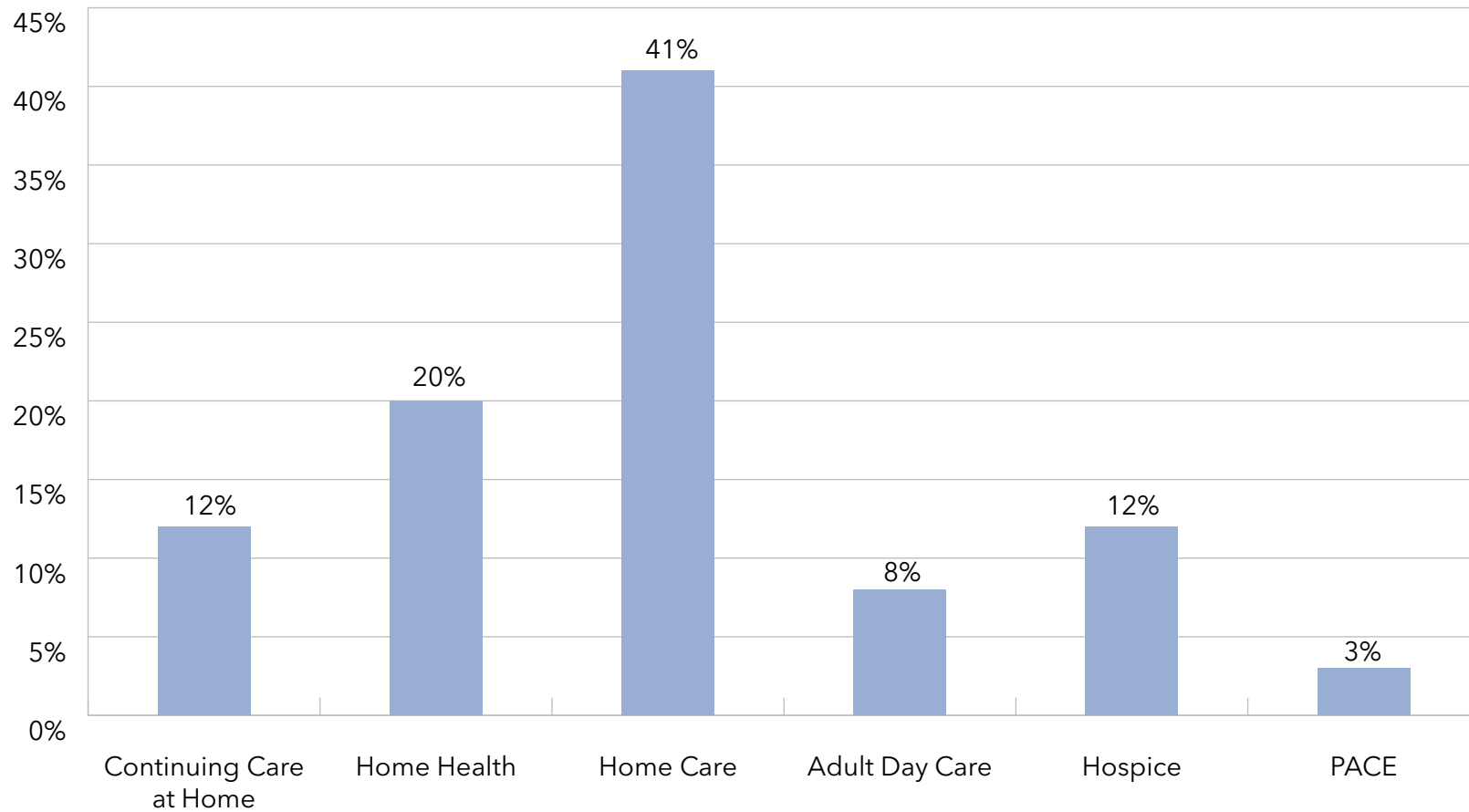
n = 32

Additional Listings: The Largest 200 Single-Campus Senior Living Communities

Single-Campus Providers of HCBS



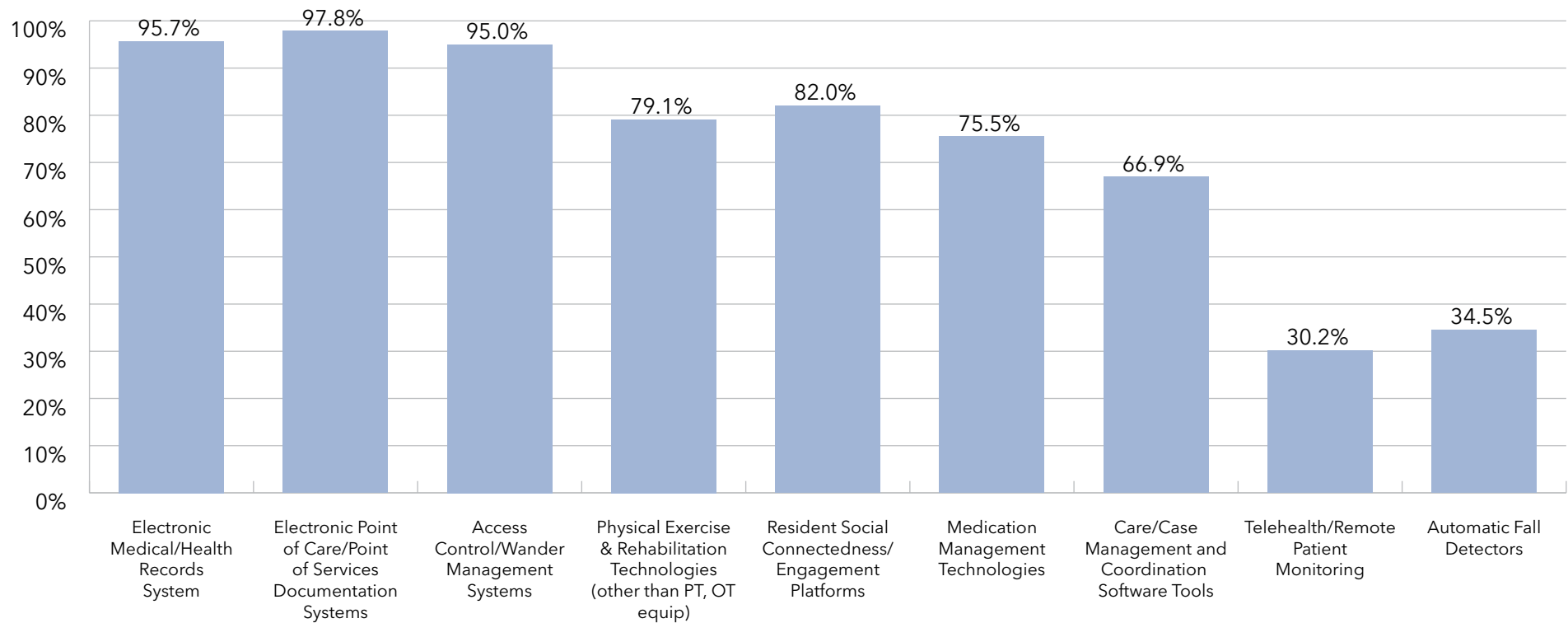
Additional Listings: The Largest 200 Single-Campus Senior Living Communities Offering: Hospice, Home Care, Home Health & Continuing Care at Home



n = 137

Additional Listings: The Largest 200 Single-Campus Senior Living Communities

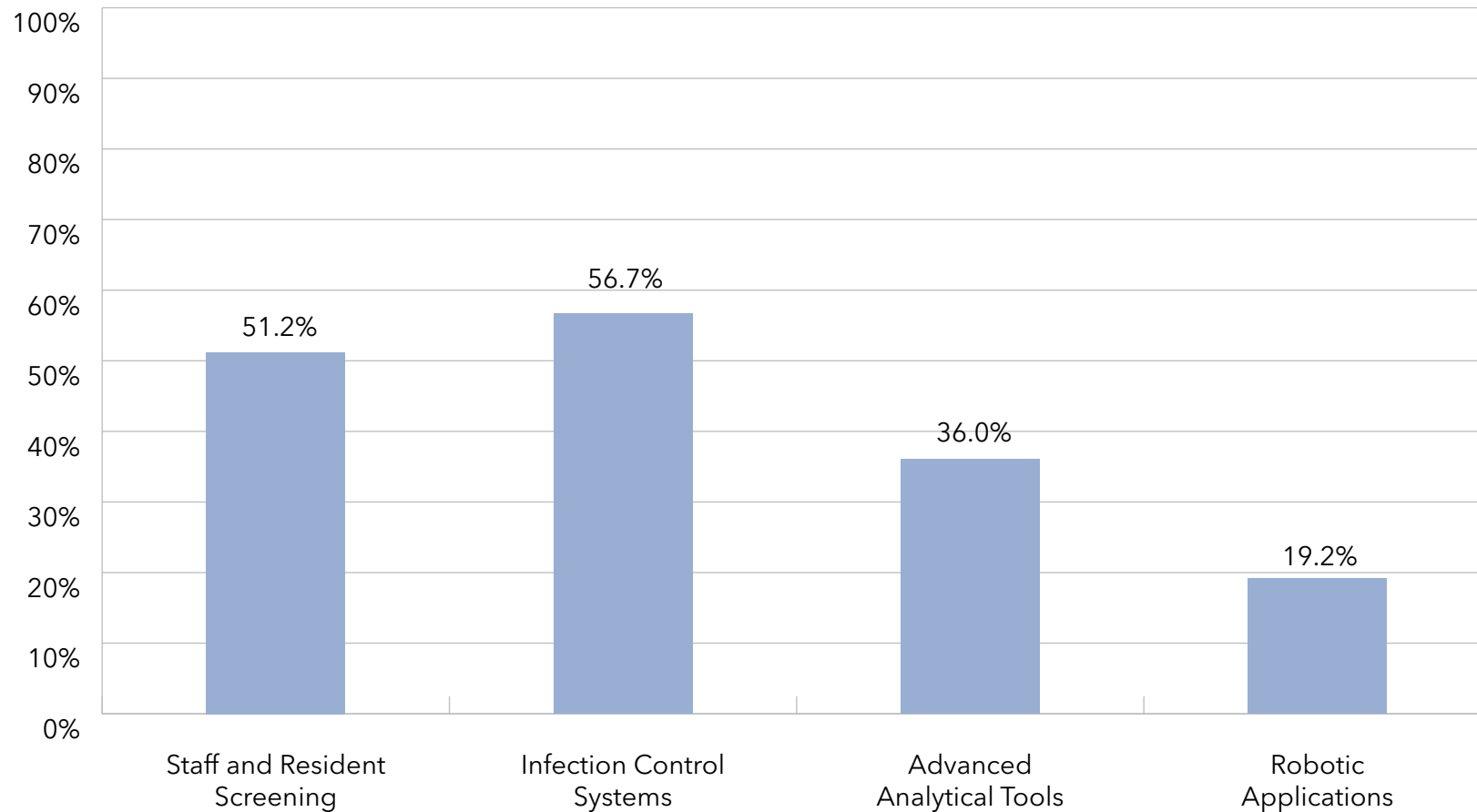
Technology Adoption: Single-Campus Providers



n = 139 (avg)

Additional Listings: The Largest 200 Single-Campus Senior Living Communities

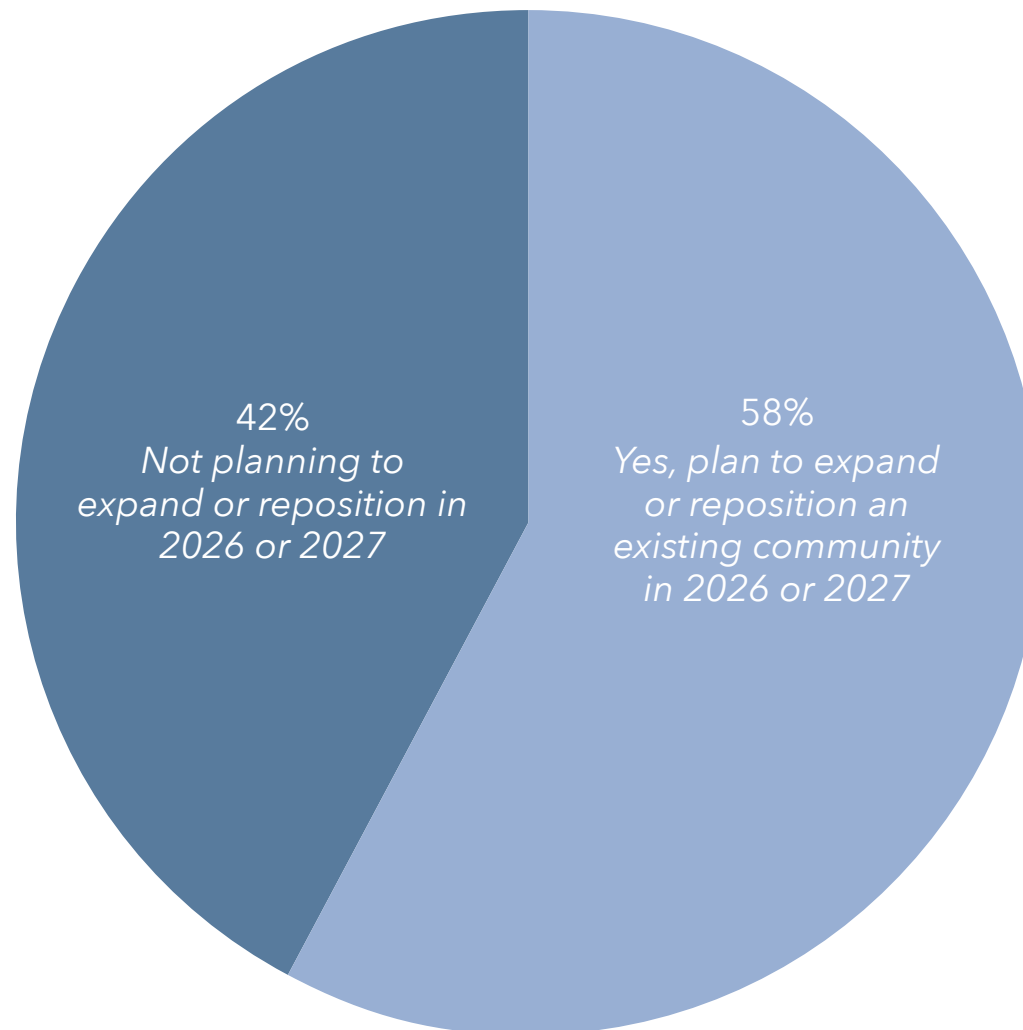
Technology Adoption: Single-Campus Providers



n = 139 (avg)

Additional Listings: The Largest 200 Single-Campus Senior Living Communities

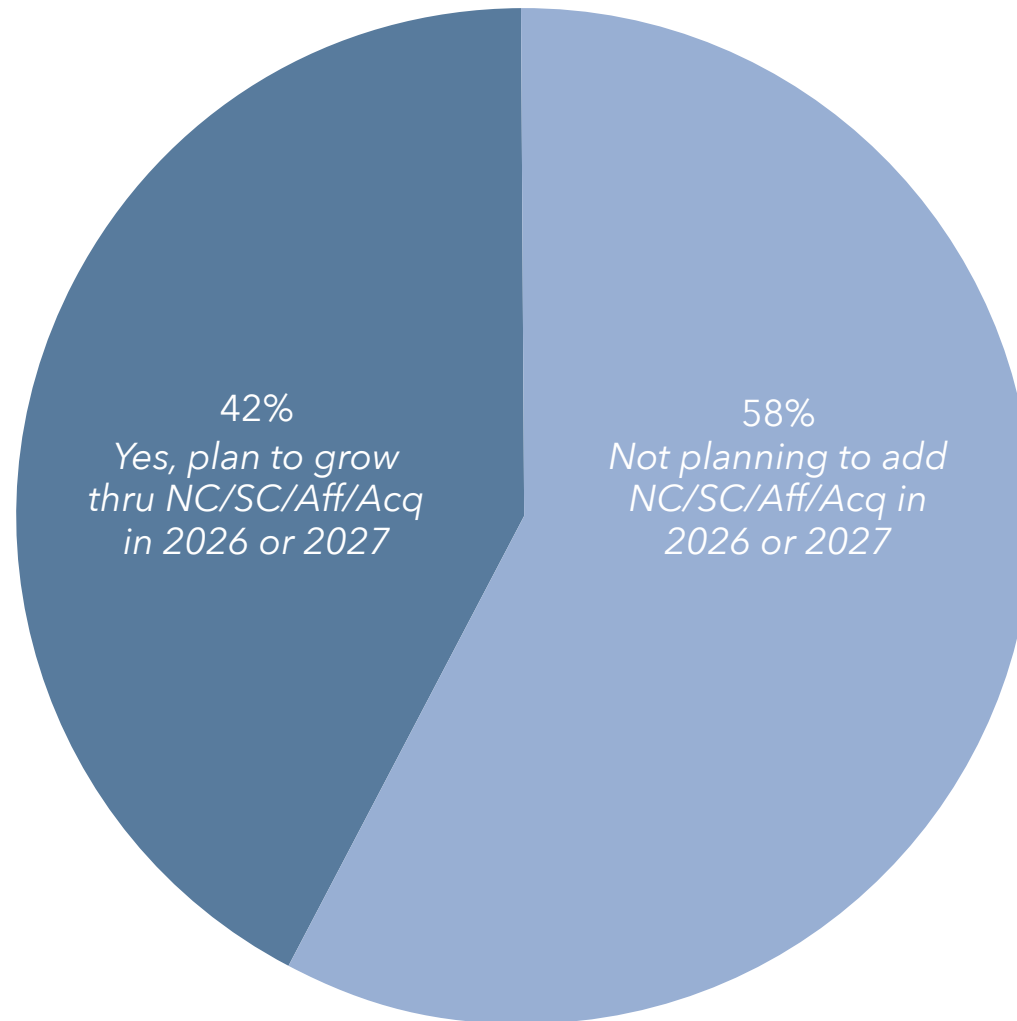
Future Growth: Single-Campus Providers Planning to Expand or Reposition in Next Two Years



N= 143

Additional Listings: The Largest 200 Single-Campus Senior Living Communities

Future Growth: Single-Campus Providers Planning to Grow Through New Community, Satellite Campus, Acquisition or Affiliation



N= 85



Additional Listings: Largest Individual Campuses

The Nation's 200 Largest Not-for Profit Senior Living Communities

2026 Rank	2025 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
1	1	Riderwood Village	National Senior Communities	Silver Spring	MD	2,126	1,779	245	102	83.7%	11.5%	4.8%
2	2	Shell Point Retirement Community		Fort Myers	FL	1,829	1,293	356	180	70.7%	19.5%	9.8%
3	3	Oak Crest	National Senior Communities	Parkville	MD	1,822	1,491	211	120	81.8%	11.6%	6.6%
4	4	Greenspring Village	National Senior Communities	Springfield	VA	1,724	1,375	251	98	79.8%	14.6%	5.7%
5	5	Charlestown		Catonsville	MD	1,691	1,380	208	103	81.6%	12.3%	6.1%
6	6	Ann's Choice	National Senior Communities	Warminster	PA	1,656	1,454	126	76	87.8%	7.6%	4.6%
7	7	Cedar Crest	National Senior Communities	Pompton Plains	NJ	1,634	1,439	82	113	88.1%	5.0%	6.9%
8	10	Ashby Ponds	National Senior Communities	Ashburn	VA	1,610	1,342	215	53	83.4%	13.4%	3.3%
9	8	Masonic Village at Elizabethtown	Masonic Villages of the Grand Lodge of Pennsylvania	Elizabethtown	PA	1,595	1,009	133	453	63.3%	8.3%	28.4%
10	9	Brooksby Village	National Senior Communities	Peabody	MA	1,581	1,342	153	86	84.9%	9.7%	5.4%
11	11	John Knox Village		Lee's Summit	MO	1,310	1,009	180	121	77.0%	13.7%	9.2%
12	13	Maris Grove	National Senior Communities	Glen Mills	PA	1,295	1,115	96	84	86.1%	7.4%	6.5%
13	15	Linden Ponds	National Senior Communities	Hingham	MA	1,268	1,082	120	66	85.3%	9.5%	5.2%
14	14	Fox Run	National Senior Communities	Novi	MI	1,247	1,115	88	44	89.4%	7.1%	3.5%
15	16	Seabrook Village	National Senior Communities	Tinton Falls	NJ	1,178	1,018	90	70	86.4%	7.6%	5.9%
16	17	Asbury Methodist Village	Asbury Communities	Gaithersburg	MD	1,127	809	133	185	71.8%	11.8%	16.4%
17	19	The Hebrew Home at Riverdale	RiverSpring Living	Riverdale	NY	1,004	134	0	870	13.3%	0.0%	86.7%
18	22	Panorama		Lacey	WA	969	784	45	140	80.9%	4.6%	14.4%
19	24	Westminster Canterbury Richmond		Richmond	VA	893	598	137	158	67.0%	15.3%	17.7%
20	25	Good Samaritan Society Kissimmee	The Evangelical Lutheran Good Samaritan Society	Kissimmee	FL	884	675	39	170	76.4%	4.4%	19.2%
21	32	Tallgrass Creek	National Senior Communities	Overland Park	KS	882	782	56	44	88.7%	6.3%	5.0%
22	45	Glencroft Center for Modern Aging		Glendale	AZ	865	391	314	160	45.2%	36.3%	18.5%
23	26	Brethren Village		Lititz	PA	858	577	141	140	67.2%	16.4%	16.3%
24	23	John Knox Village of Florida		Pompano Beach	FL	847	796	51	0	94.0%	6.0%	0.0%
25	20	Cross Keys Village - The Brethren Home Community		New Oxford	PA	841	618	123	100	73.5%	14.6%	11.9%

Additional Listings: Largest Individual Campuses (continued)

The Nation's 200 Largest Not-for Profit Senior Living Communities

2026 Rank	2025 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
26	27	St. John's Homes & Meadows		Rochester	NY	814	339	0	475	41.6%	0.0%	58.4%
27	28	Rogue Valley Manor	Pacific Retirement Services	Medford	OR	806	605	97	104	75.1%	12.0%	12.9%
28	40	John Knox Village of Central Florida Inc		Orange City	FL	806	543	113	150	67.4%	14.0%	18.6%
29	29	Greencroft Goshen	Greencroft Communities	Goshen	IN	805	439	126	240	54.5%	15.7%	29.8%
30	30	Garden Spot Village	Garden Spot Communities	New Holland	PA	799	621	105	73	77.7%	13.1%	9.1%
31	31	Heritage Pointe	Heritage Pointe Communities	Warren	IN	796	152	458	186	19.1%	57.5%	23.4%
32	33	Indian River Estates	Acts Retirement-Life Communities	Vero Beach	FL	795	601	94	100	75.6%	11.8%	12.6%
33	34	Charles E. Smith Life Communities		Rockville	MD	783	149	78	556	19.0%	10.0%	71.0%
34	35	Mennonite Home Communities	Tandem Living	Lancaster	PA	780	535	85	160	68.6%	10.9%	20.5%
35	36	Matthews Glen	Acts Retirement-Life Communities	Matthews	NC	774	594	100	80	76.7%	12.9%	10.3%
36	37	Friendship Village of Tempe		Tempe	AZ	769	550	91	128	71.5%	11.8%	16.6%
37	38	Otterbein Lebanon Retirement Community	Otterbein SeniorLife	Lebanon	OH	767	546	67	154	71.2%	8.7%	20.1%
38	39	The Wartburg Adult Care Community		Mount Vernon	NY	758	505	105	148	66.6%	13.9%	19.5%
39	41	Concordia at Cabot	Concordia Lutheran Ministries	Cabot	PA	748	326	280	142	43.6%	37.4%	19.0%
40	42	Bethany Lutheran Village		Dayton	OH	739	383	109	247	51.8%	14.7%	33.4%
41	43	Willow Valley Manor North	Willow Valley Communities	Lancaster	PA	735	495	91	149	67.3%	12.4%	20.3%
42	49	Landis Homes	Landis Communities	Lititz	PA	733	549	81	103	74.9%	11.1%	14.1%
43	46	Passavant Retirement Community	Lutheran SeniorLife	Zelienople	PA	729	256	214	259	35.1%	29.4%	35.5%
44	47	Croasdaile Village	The United Methodist Retirement Homes	Durham	NC	710	540	56	114	76.1%	7.9%	16.1%
45	50	MorseLife		West Palm Beach	FL	708	182	356	170	25.7%	50.3%	24.0%
46	48	Lakeview Village, Inc.		Lenexa	KS	698	514	26	158	73.6%	3.7%	22.6%
47	52	St. Camillus Health Center, Inc.		Wauwatosa	WI	688	444	194	50	64.5%	28.2%	7.3%
48	51	Beatitudes Campus		Phoenix	AZ	687	494	121	72	71.9%	17.6%	10.5%
49	53	Royal Oaks		Sun City	AZ	674	502	172	0	74.5%	25.5%	0.0%
50	54	Laclede Groves	EverTrue	Webster Groves	MO	672	358	125	189	53.3%	18.6%	28.1%

Additional Listings: Largest Individual Campuses (continued)

The Nation's 200 Largest Not-for Profit Senior Living Communities

2026 Rank	2025 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/25)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
51	55	Augustana Care Minneapolis	Cassia	Minneapolis	MN	671	366	0	305	54.5%	0.0%	45.5%
52	44	Fleet Landing		Atlantic Beach	FL	670	482	118	70	71.9%	17.6%	10.4%
53	56	Friendship Village Sunset Hills	Friendship Village of St. Louis	St. Louis	MO	668	448	76	144	67.1%	11.4%	21.6%
54	57	Atlantic Shores Retirement Community		Virginia Beach	VA	663	557	66	40	84.0%	10.0%	6.0%
55	58	St. Ann's Community	St. Ann's Community	Rochester	NY	662	120	120	422	18.1%	18.1%	63.7%
56	75	Fellowship Square-Tucson Campus	Christian Care Companies	Tucson	AZ	657	552	105	0	84.0%	16.0%	0.0%
57	60	Twin Lakes Community		Burlington	NC	654	482	68	104	73.7%	10.4%	15.9%
58	67	Tel Hai Retirement Community		Honey Brook	PA	645	426	100	119	66.0%	15.5%	18.4%
59	61	Carolina Meadows		Chapel Hill	NC	640	476	78	86	74.4%	12.2%	13.4%
60	63	Waterman Communities		Mount Dora	FL	639	418	101	120	65.4%	15.8%	18.8%
61	64	Raybrook Manor	Trillium Living fka Holland Home	Grand Rapids	MI	638	299	238	101	46.9%	37.3%	15.8%
62	65	Westminster-Canterbury on Chesapeake Bay	Westminster-Canterbury on Chesapeake Bay	Virginia Beach	VA	634	446	80	108	70.3%	12.6%	17.0%
63	18	Willow Valley Lakes Manor	Willow Valley Communities	Lancaster	PA	631	551	0	80	87.3%	0.0%	12.7%
64	68	Mary's Woods at Marylhurst, Inc.		Lake Oswego	OR	630	481	149	0	76.3%	23.7%	0.0%
65	70	La Posada at Park Centre, Inc.	La Posada Communities	Green Valley	AZ	623	489	134	0	78.5%	21.5%	0.0%
66	72	Ingleside at King Farm	Ingleside	Rockville	MD	621	368	75	178	59.3%	12.1%	28.7%
67	73	Rolling Green Village		Greenville	SC	620	496	50	74	80.0%	8.1%	11.9%
68	71	Westminster Winter Park	Westminster Retirement Communities of Florida	Winter Park	FL	619	422	77	120	68.2%	12.4%	19.4%
69	62	Army Residence Community		San Antonio	TX	617	448	78	91	72.6%	12.6%	14.7%
70	74	Presbyterian Village North	Forefront Living	Dallas	TX	616	365	145	106	59.3%	23.5%	17.2%
71	76	NewBridge on the Charles	Hebrew SeniorLife	Dedham	MA	615	256	91	268	41.6%	14.8%	43.6%
72	77	Otterbein Franklin Retirement Community	Otterbein SeniorLife	Franklin	OH	614	264	91	259	43.0%	14.8%	42.2%
73	78	Westminster Oaks	Westminster Retirement Communities of Florida	Tallahassee	FL	607	415	72	120	68.4%	11.9%	19.8%
74	96	Fellowship Square-Phoenix Campus	Christian Care Companies	Phoenix	AZ	604	404	132	68	66.9%	21.9%	11.3%
75	82	Hoosier Village	BHI Senior Living	Indianapolis	IN	604	312	215	77	51.7%	35.6%	12.7%

Additional Listings: Largest Individual Campuses (continued)

The Nation's 200 Largest Not-for Profit Senior Living Communities

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						Total	ILU	ALU	NCB			
76	83	Copeland Oaks		Sebring	OH	599	325	124	150	54.3%	20.7%	25.0%
77	80	Messiah Village	Messiah Lifeways	Mechanicsburg	PA	593	300	138	155	50.6%	23.3%	26.1%
78	79	Miami Jewish Health		Miami	FL	592	96	113	383	16.2%	19.1%	64.7%
79	91	Friendship Village Chesterfield	Friendship Village of St. Louis	St. Louis	MO	582	361	92	129	62.0%	15.8%	22.2%
80	84	Springmoor Life Care Retirement Community		Raleigh	NC	580	389	18	173	67.1%	3.1%	29.8%
81	87	Cypress Cove at HealthPark Florida		Fort Myers	FL	577	425	88	64	73.7%	15.3%	11.1%
82	88	Oakwood Village University Woods	Oakwood Lutheran Senior Ministries	Madison	WI	577	382	100	95	66.2%	17.3%	16.5%
83	90	Moorings Park	Moorings Park	Naples	FL	576	399	71	106	69.3%	12.3%	18.4%
84	81	St. Andrew's Estates	Acts Retirement-Life Communities	Boca Raton	FL	573	414	70	89	72.3%	12.2%	15.5%
85	89	The Village at Rockville	National Lutheran Communities & Services	Rockville	MD	572	254	18	300	44.4%	3.1%	52.4%
86	85	Givens Estates	Givens Communities	Asheville	NC	569	465	45	59	81.7%	7.9%	10.4%
87	92	Asbury Bethany Village	Asbury Communities	Mechanicsburg	PA	569	400	100	69	70.3%	17.6%	12.1%
88	118	Luther Acres Senior-Living Community	LutherCare	Lititz	PA	569	393	70	106	69.1%	12.3%	18.6%
89	93	Brookview	Menno Haven	Chambersburg	PA	569	380	89	100	66.8%	15.6%	17.6%
90	97	Glenaire	Kintura	Cary	NC	567	399	78	90	70.4%	13.8%	15.9%
91	94	Richfield Living	Friendship	Salem	VA	567	97	226	244	17.1%	39.9%	43.0%
92	123	Luther Manor		Wauwatosa	WI	559	326	134	99	58.3%	24.0%	17.7%
93	99	Oak Trace	Lifespace Communities	Downers Grove	IL	558	360	94	104	64.5%	16.8%	18.6%
94	98	Bristol Village	National Church Residences	Waverly	OH	557	455	45	57	81.7%	8.1%	10.2%
95	135	Londonderry Village		Palmyra	PA	554	408	58	88	73.6%	10.5%	15.9%
96	100	Masonicare at Ashlar Village	Masonicare	Wallingford	CT	553	362	191	0	65.5%	34.5%	0.0%
97	101	Breton Woods	Trillium Living fka Holland Home	Kentwood	MI	552	449	45	58	81.3%	8.2%	10.5%
98	103	Masonic Care Community of New York		Utica	NY	551	151	80	320	27.4%	14.5%	58.1%
99	104	Carroll Lutheran Village	Lutheran Social Ministries of Maryland	Westminster	MD	549	396	50	103	72.1%	9.1%	18.8%
100	105	The Brothers of Mercy		Clarence	NY	547	211	96	240	38.6%	17.6%	43.9%

Additional Listings: Largest Individual Campuses (continued)

The Nation's 200 Largest Not-for Profit Senior Living Communities

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						Total	ILU	ALU	NCB			
101	106	Rydal Park	HumanGood	Jenkintown	PA	546	378	54	114	69.2%	9.9%	20.9%
102	107	Covenant Living at Windsor Park	Covenant Living Communities & Services	Carol Stream	IL	546	375	103	68	68.7%	18.9%	12.5%
103	110	The RiverWoods at Exeter	The RiverWoods Group	Exeter	NH	542	393	71	78	72.5%	13.1%	14.4%
104	111	Phoebe Allentown	Phoebe Ministries	Allentown	PA	541	88	58	395	16.3%	10.7%	73.0%
105	112	Casa de las Campanas		San Diego	CA	540	371	72	97	68.7%	13.3%	18.0%
106	113	Good Samaritan Village of Hastings	The Evangelical Lutheran Good Samaritan Society	Hastings	NE	540	324	51	165	60.0%	9.4%	30.6%
107	116	The Heritage at Lowman	Lutheran Homes of South Carolina	Irmo	SC	534	146	204	184	27.3%	38.2%	34.5%
108	115	Mission Ridge / St. John's Lutheran Home	St. John's United	Billings	MT	534	122	226	186	22.8%	42.3%	34.8%
109	95	Westminster		Austin	TX	532	373	74	85	70.1%	13.9%	16.0%
110	117	Paradise Valley Estates		Fairfield	CA	529	391	78	60	73.9%	14.7%	11.3%
111	119	Magnolia Manor of Americus	Magnolia Manor	Americus	GA	528	105	187	236	19.9%	35.4%	44.7%
112	129	The Lutheran Home		Cape Girardeau	MO	526	137	115	274	26.0%	21.9%	52.1%
113	121	Cristwood Retirement Community	CRISTA Senior Living	Seattle	WA	524	276	81	167	52.7%	15.5%	31.9%
114	305	Williamsburg Landing		Williamsburg	VA	523	356	109	58	68.1%	20.8%	11.1%
115	122	Westminster Place	Presbyterian Homes, Inc.	Evanston	IL	522	246	88	188	47.1%	16.9%	36.0%
116	206	Emerald Heights	Emerald Communities	Redmond	WA	520	375	84	61	72.1%	16.2%	11.7%
117	124	Boutwells Landing	Presbyterian Homes and Services	Oak Park Heights	MN	520	316	96	108	60.8%	18.5%	20.8%
118	146	Wesley Homes Des Moines	Wesley	Des Moines	WA	519	372	75	72	71.7%	14.5%	13.9%
119	109	Medford Leas	Medford Leas	Medford	NJ	517	399	61	57	77.2%	11.8%	11.0%
120	127	Wesley Willows	Wesley Willows	Rockford	IL	517	260	166	91	50.3%	32.1%	17.6%
121	128	Cardinal Carberry Campus	Cardinal Ritter Senior Services	Saint Louis	MO	517	207	80	230	40.0%	15.5%	44.5%
122	130	Blue Skies of Texas East	Blue Skies of Texas	San Antonio	TX	512	358	78	76	69.9%	15.2%	14.8%
123	131	Homewood at Plum Creek	Homewood Living Ministries	Hanover	PA	512	294	98	120	57.4%	19.1%	23.4%
124	132	The Lakewood	Lifespire of Virginia	Richmond	VA	511	354	62	95	69.3%	12.1%	18.6%
125	139	CC Young		Dallas	TX	511	225	161	125	44.0%	31.5%	24.5%

Additional Listings: Largest Individual Campuses (continued)

The Nation's 200 Largest Not-for Profit Senior Living Communities

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126	133	The Advent Christian Village		Dowling Park	FL	510	309	40	161	60.6%	7.8%	31.6%
127	136	Menno Village	Menno Haven	Chambersburg	PA	509	224	89	196	44.0%	17.5%	38.5%
128	69	VMP Healthcare & Community Living		West Allis	WI	508	263	95	150	51.8%	18.7%	29.5%
129	138	Ingleside at Rock Creek	Ingleside	Washington	DC	508	232	91	185	45.7%	17.9%	36.4%
130	140	Cedar Lake Campus	Cedar Community	West Bend	WI	508	100	243	165	19.7%	47.8%	32.5%
131	120	Givens Aldersgate	Givens Communities	Charlotte	NC	507	279	108	120	55.0%	21.3%	23.7%
132	141	Pine Run Retirement Community	Presbyterian Senior Living	Doylestown	PA	506	282	134	90	55.7%	26.5%	17.8%
133	143	Walker Campus	Vivie	Minneapolis	MN	504	128	0	376	25.4%	0.0%	74.6%
134	144	Deerfield Episcopal Retirement Community, Inc.		Asheville	NC	502	378	62	62	75.3%	12.4%	12.4%
135	145	Covenant Living at The Holmstad	Covenant Living Communities & Services	Batavia	IL	501	354	62	85	70.7%	12.4%	17.0%
136	171	Compass Park		Franklin	IN	501	217	117	167	43.3%	23.4%	33.3%
137	147	Glacier Hills Retirement Community	Trinity Health Senior Communities	Ann Arbor	MI	500	187	229	84	37.4%	45.8%	16.8%
138	148	Havenwood Heritage Heights	United Church of Christ Homes	Concord	NH	497	347	55	95	69.8%	11.1%	19.1%
139	149	Jewish Home		Rochester	NY	496	90	78	328	18.1%	15.7%	66.1%
140	142	Bridgewater Retirement Community		Bridgewater	VA	495	270	98	127	54.5%	19.8%	25.7%
141	151	Freedom Plaza	Sun Health	Peoria	AZ	494	338	80	76	68.4%	16.2%	15.4%
142	152	Bishop Gadsden	Bishop Gadsden Episcopal Retirement Community	Charleston	SC	494	283	111	100	57.3%	22.5%	20.2%
143	153	The Estates at Carpenters		Lakeland	FL	493	372	49	72	75.5%	9.9%	14.6%
144	154	Riddle Village		Media,	PA	492	357	49	86	72.6%	10.0%	17.5%
145	165	Covenant Living of Northbrook	Covenant Living Communities & Services	Northbrook	505	489	350	57	82	71.6%	11.7%	16.8%
146	155	Moravian Manor Communities	Unitas Communities	Lititz	PA	489	315	55	119	64.4%	11.2%	24.3%
147	150	Carolina Village Inc		Hendersonville	NC	488	370	60	58	75.8%	12.3%	11.9%
148	157	Lanier Village Estates	Acts Retirement-Life Communities	Gainesville	GA	486	367	55	64	75.5%	11.3%	13.2%
149	114	Philadelphia Protestant Home		Philadelphia	PA	485	244	129	112	50.3%	26.6%	23.1%
150	170	The Forum at Rancho San Antonio		Cupertino	CA	484	342	84	58	70.7%	17.4%	12.0%

Additional Listings: Largest Individual Campuses (continued)

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151	158	Mennonite Home of Albany, Inc		Albany	OR	484	318	124	42	65.7%	25.6%	8.7%
152	173	The Glenridge on Palmer Ranch		Sarasota	FL	483	376	48	59	77.8%	9.9%	12.2%
153	137	Manor Park Inc.		Midland	TX	483	330	109	44	68.3%	22.6%	9.1%
154	159	Lenbrook		Atlanta	GA	481	403	18	60	83.8%	3.7%	12.5%
155	160	Friendship Village		Waterloo	IA	481	359	50	72	74.6%	10.4%	15.0%
156	162	Ohio Living Breckenridge Village	Ohio Living	Willoughby	OH	478	364	42	72	76.2%	8.8%	15.1%
157	164	Toby & Leon Cooperman Sinai Residences of Boca Raton		Boca Raton	FL	477	345	72	60	72.3%	15.1%	12.6%
158	166	Normandy Farms Estates	Acts Retirement-Life Communities	Blue Bell	PA	476	349	58	69	73.3%	12.2%	14.5%
159	167	Falcons Landing		Potomac Falls	VA	476	327	89	60	68.7%	18.7%	12.6%
160	169	Phoebe Berks	Phoebe Ministries	Wernersville	PA	475	270	103	102	56.8%	21.7%	21.5%
161	370	Air Force Enlisted Village		Shalimar	FL	472	408	64	0	86.4%	13.6%	0.0%
162	172	Vicar's Landing		Ponte Vedra Beach	FL	471	373	38	60	79.2%	8.1%	12.7%
163	163	Montereau		Tulsa	OK	471	325	73	73	69.0%	15.5%	15.5%
164	174	Fredericka Manor	Front Porch	Chula Vista	CA	469	280	19	170	59.7%	4.1%	36.2%
165	193	Meadowood		Worcester	PA	468	339	70	59	72.4%	15.0%	12.6%
166	177	Virginia Mennonite Retirement Community		Harrisonburg	VA	468	266	82	120	56.8%	17.5%	25.6%
167	181	Grandview Terrace Retirement Community	Sun Health	Sun City West	AZ	467	288	32	147	61.7%	6.9%	31.5%
168	182	Monroe Village	Springpoint Senior Living	Jamesburg	NJ	464	375	29	60	80.8%	6.3%	12.9%
169	184	Goodwin Living Alexandria	Goodwin Living	Alexandria	VA	464	255	141	68	55.0%	30.4%	14.7%
170	176	Cornwall Manor		Cornwall	PA	463	331	36	96	71.5%	7.8%	20.7%
171	185	Masonic Village at Sewickley	Masonic Villages of the Grand Lodge of PA	Sewickley	PA	463	272	63	128	58.7%	13.6%	27.6%
172	209	Beacon Hill	Lifespace Communities	Lombard	IL	462	352	0	110	76.2%	0.0%	23.8%
173	186	Presbyterian SeniorCare Oakmont	Presbyterian SeniorCare Network	Oakmont	PA	461	351	50	60	76.1%	10.8%	13.0%
174	187	Baptist Village of Owasso	Baptist Village Communities	Owasso	OK	461	269	72	120	58.4%	15.6%	26.0%
175	188	O'Connor Woods		Stockton	CA	461	245	116	100	53.1%	25.2%	21.7%

Additional Listings: Largest Individual Campuses (continued)

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176	189	Homestead Village Enhanced Senior Living		Lancaster	PA	460	376	26	58	81.7%	5.7%	12.6%
177	191	Goodwin Living Bailey's Crossroads	Goodwin Living	Falls Church	VA	460	333	58	69	72.4%	12.6%	15.0%
178	192	Providence Point	Baptist Senior Services	Pittsburgh	PA	459	333	84	42	72.5%	18.3%	9.2%
179	183	Epworth Villa		Oklahoma City	OK	459	258	114	87	56.2%	24.8%	19.0%
180	203	Longwood at Oakmont	Presbyterian SeniorCare Network	Verona	PA	458	348	66	44	76.0%	14.4%	9.6%
181	202	Azalea Trace	Acts Retirement-Life Communities	Pensacola	FL	458	322	54	82	70.3%	11.8%	17.9%
182	194	Sunnyside	Sunnyside Communities	Harrisonburg	VA	458	283	98	77	61.8%	21.4%	16.8%
183	195	Southampton Estates	Acts Retirement-Life Communities	Southampton	PA	458	281	57	120	61.4%	12.4%	26.2%
184	197	Bethesda Dilworth	Bethesda Health Group	St. Louis	MO	458	28	0	430	6.1%	0.0%	93.9%
185	199	The Wesley Community		Saratoga Springs	NY	456	60	40	356	13.2%	8.8%	78.1%
186	200	Mercy Ridge		Timonium	MD	455	408	47	0	89.7%	10.3%	0.0%
187	198	Friendship Village of Bloomington	Lifespace Communities	Bloomington	MN	454	344	21	89	75.8%	4.6%	19.6%
188	201	White Horse Village		Newtown Square	PA	453	330	68	55	72.8%	15.0%	12.1%
189	196	St. Mark Village		Palm Harbor	FL	453	253	120	80	55.8%	26.5%	17.7%
190	190	Edgewater at Boca Pointe	Acts Retirement-Life Communities	Boca Raton	FL	452	326	51	75	72.1%	11.3%	16.6%
191	205	Springfield Masonic Community	Ohio Masonic Communities	Springfield	OH	452	206	102	144	45.6%	22.6%	31.9%
192	180	Arbor Acres United Methodist Retirement Comm.		Winston Salem	NC	451	273	95	83	60.5%	21.1%	18.4%
193	362	Penney Retirement Community		Green Cove Springs	FL	449	319	80	50	71.0%	17.8%	11.1%
194	210	Baptist Retirement Community	Buckner Retirement Services	San Angelo	TX	448	300	78	70	67.0%	17.4%	15.6%
195	208	Jefferson's Ferry		South Setauket	NY	447	306	81	60	68.5%	18.1%	13.4%
196	211	Well•Spring	Kintura	Greensboro	NC	446	306	70	70	68.6%	15.7%	15.7%
197	212	The Moorings of Arlington Heights	Presbyterian Living	Arlington Heights	IL	446	164	183	99	36.8%	41.0%	22.2%
198	213	Lutheran Jamestown		Jamestown	NY	446	136	96	214	30.5%	21.5%	48.0%
199	214	La Vida Llena	Pacific Retirement Services	Albuquerque	NM	445	324	71	50	72.8%	16.0%	11.2%
200	215	The Highlands at Wyomissing		Wyomissing	PA	445	302	63	80	67.9%	14.2%	18.0%

The Nation's Largest 200 Not-for-profit Multi-site & Single-site Organizations

Ranked By Total Senior Living Units

2026 Rank	Multi-site vs Single-Site	System Name	State	PRIMARY RANKING									
				Units (as of 12/31/25)				Communities (as of 12/31/25)					
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH	
1	MS	National Senior Communities	DC	24,039	20,970	2,118	951	18	18	0	0	0	
2	MS	The Evangelical Lutheran Good Samaritan Society	SD	12,330	2,863	2,692	6,775	129	36	10	16	67	
3	MS	Presbyterian Homes & Services	MN	10,746	6,375	2,927	1,444	58	17	35	3	3	
4	MS	ACTS Retirement-Life Communities, Inc. & Affiliates	PA	10,540	7,334	1,563	1,643	28	28	0	0	0	
5	MS	Ascension living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19	
6	MS	HumanGood	CA	6,098	3,703	1,307	1,088	23	23	0	0	0	
7	MS	Covenant Living Communities and Services	IL	5,933	4,074	941	918	20	17	2	1	0	
8	MS	Trinity Health Senior Communities	MI	5,039	1,989	1,112	1,938	35	4	11	4	16	
9	MS	Benedictine	MN	4,980	1,005	1,800	2,175	37	11	4	5	17	
10	MS	Lifespace Communities, Inc.	TX	4,917	3,373	607	937	15	15	0	0	0	
11	MS	EverTrue	MO	4,849	2,818	1,054	977	16	14	2	0	0	
12	MS	Westminster Retirement Communities of Florida	FL	4,446	3,058	618	770	13	13	0	0	0	
13	MS	Front Porch Communities & Services	CA	4,346	3,521	171	654	16	16	0	0	0	
14	MS	Otterbein SeniorLife	OH	3,886	1,816	693	1,377	22	12	1	0	9	
15	MS	Cassia	MN	3,707	88	2,233	1,386	46	0	2	27	17	
16	MS	Pacific Retirement Services	OR	3,706	2,762	529	415	12	12	0	0	0	
17	MS	Presbyterian Senior Living	PA	3,441	2,019	620	802	17	11	5	1	0	
18	MS	Transforming Age	WA	3,383	2,092	1,153	138	20	4	7	9	0	
19	MS	BHI Senior Living, Inc.	IN	3,278	1,478	1,121	679	12	10	2	0	0	
20	MS	Concordia Lutheran Ministries	PA	3,276	918	1,636	722	17	7	1	7	2	
21	MS	Asbury Communities, Inc.	MD	3,005	2,037	526	442	9	5	2	2	0	
22	MS	Ecumen	MN	2,601	513	1,709	379	26	6	3	17	0	
23	MS	Springpoint Senior Living, Inc.	NJ	2,559	1,690	378	491	10	8	0	1	1	
24	MS	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,532	1,615	233	684	5	3	1	0	1	
25	MS	The Kendal Corporation	DE	2,511	1,816	492	203	9	7	1	0	1	

The Nation's Largest 200 Not-for-profit Multi-site & Single-site Organizations (continued)

Ranked By Total Senior Living Units

2026 Rank	Multi-site vs Single-Site	System Name	State	PRIMARY RANKING								
				Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	MS	CHI Living Communities	OH	2,469	814	883	772	12	6	1	3	2
27	MS	The Carmelite System	NY	2,389	189	328	1,872	13	6	1	1	5
28	MS	Integrus Healthcare	MA	2,355	214	192	1,949	20	2	0	3	15
29	MS	Willow Valley Communities	PA	2,298	1,724	232	342	3	3	0	0	0
30	MS	National Church Residences	OH	2,221	1,374	712	135	15	3	3	9	0
31	MS	Ohio Living	OH	2,220	1,370	425	425	10	8	0	0	2
32	MS	Christian Care Companies	AZ	2,162	1,682	460	20	6	0	5	0	1
33	MS	PMMA (Presbyterian Manors of Mid-America)	KS	2,149	946	528	675	16	13	2	1	0
34	MS	Volunteers of America	VA	2,146	604	820	722	9	3	1	3	2
35	MS	Bethesda Senior Living Communities	CO	2,045	441	1,604	0	21	0	5	16	0
36	MS	Masonicare	CT	2,042	737	875	430	15	2	5	6	2
37	MS	ArchCare	NY	2,021	0	134	1,887	9	0	0	2	7
38	MS	Homewood Living Ministries fka Homewood Retirement Centers	MD	1,934	1,174	309	451	5	4	1	0	0
39	MS	Greencroft Communities	IN	1,912	976	420	516	9	6	3	0	0
40	MS	Buckner Retirement Services	TX	1,896	1,194	406	296	7	6	1	0	0
41	MS	Kintura	NC	1,875	1,335	246	294	5	5	0	0	0
42	MS	WesleyLife	IA	1,855	852	402	601	10	10	0	0	0
43	SS	Shell Point Retirement Community	FL	1,829	1,293	356	180	1	0	0	0	0
44	MS	Lutheran Services Carolinas	NC	1,829	591	334	904	11	3	2	1	5
45	MS	Eventide fka Eventide-Tabitha	MN	1,806	245	717	844	10	8	0	1	1
46	MS	Franciscan Communities, Inc.	IL	1,803	734	496	573	8	4	1	3	0
47	MS	Baptist Village Communities	OK	1,722	1,116	288	318	12	3	8	1	0
48	MS	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
49	SS	Charlestown (Erickson Senior Living)	MD	1,691	1,380	208	103	1	0	0	0	0
50	MS	Vivie	MN	1,686	698	868	120	19	0	7	10	2

The Nation's Largest 200 Not-for-profit Multi-site & Single-site Organizations (continued)

Ranked By Total Senior Living Units

2026 Rank	Multi-site vs Single-Site	System Name	State	PRIMARY RANKING								
				Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	MS	Loretto	NY	1,684	210	551	923	9	1	2	4	2
52	MS	Life Enriching Communities	OH	1,631	919	393	319	6	6	0	0	0
53	MS	Methodist Retirement Communities	TX	1,549	798	457	294	8	5	2	0	1
54	MS	Friendship Retirement Community	VA	1,548	590	377	581	4	2	0	1	1
55	MS	Immanuel	NE	1,546	982	402	162	10	9	1	0	0
56	MS	United Church Homes	OH	1,535	866	210	459	13	3	8	0	2
57	MS	Hebrew SeniorLife	MA	1,490	654	114	722	4	2	1	0	1
58	MS	Bethesda Health Group, Inc.	MO	1,487	757	78	652	12	0	7	2	3
59	MS	Givens Communities	NC	1,477	1,092	150	235	3	3	0	0	0
60	MS	LifeSpire of Virginia	VA	1,470	931	313	226	5	4	1	0	0
61	MS	Presbyterian Villages of Michigan	MI	1,466	1,100	264	102	10	1	7	2	0
62	MS	FellowshipLIFE	NJ	1,409	893	323	193	5	5	0	0	0
63	MS	Presbyterian Living	IL	1,398	818	239	341	4	3	1	0	0
64	MS	Sun Health	AZ	1,379	998	191	190	4	4	0	0	0
65	MS	Presbyterian SeniorCare Network	PA	1,374	487	397	490	10	3	1	4	2
66	MS	Presbyterian Homes of Georgia	GA	1,339	855	149	335	6	3	3	0	0
67	MS	EveryAge	NC	1,335	708	180	447	4	4	0	0	0
68	SS	John Knox Village	MO	1,310	1,009	180	121	1	0	0	0	0
69	MS	Magnolia Manor, Inc.	GA	1,307	294	170	843	8	2	4	1	1
70	MS	Legacy Lifecare, Inc.	MA	1,278	102	359	817	13	0	2	6	5
71	MS	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
72	MS	St. Francis Health Services of Morris, Inc.	MN	1,239	75	366	798	30	0	5	11	14
73	MS	Wesley Enhanced Living	PA	1,231	635	236	360	5	4	1	0	0
74	MS	Trillium Living fka Holland Home	MI	1,227	765	303	159	2	2	0	0	0
75	MS	Mather	IL	1,214	1,000	95	119	4	3	1	0	0

The Nation's Largest 200 Not-for-profit Multi-site & Single-site Organizations (continued)

Ranked By Total Senior Living Units

PRIMARY RANKING												
2026 Rank	Multi-site vs Single-Site	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	MS	American Baptist Homes of the Midwest	MN	1,203	374	252	577	7	5	0	0	2
77	MS	Phoebe Ministries	PA	1,202	485	228	489	3	3	0	0	0
78	MS	Liberty Lutheran Services	PA	1,199	663	320	216	5	3	1	1	0
79	MS	Illuminus, Inc.	WI	1,181	252	448	481	9	1	2	2	4
80	MS	Friendship Villages of St. Louis	MO	1,177	771	164	242	2	2	0	0	0
81	MS	Wesley	WA	1,172	813	251	108	4	0	4	0	0
82	MS	Lutheran Homes of South Carolina Inc.	SC	1,168	457	336	375	5	5	0	0	0
83	MS	Garden Spot Communities	PA	1,135	791	193	151	3	2	0	0	1
84	MS	Community Wellness Partners	NY	1,132	124	292	716	4	0	1	1	2
85	MS	Eskaton	CA	1,129	495	539	95	8	1	1	6	0
86	MS	Goodwin Living	VA	1,120	598	293	229	4	2	0	1	1
87	MS	Baruch Senior Ministries	MI	1,114	6	1,108	0	32	0	0	32	0
88	MS	Ingleside	MD	1,113	833	157	123	3	3	0	0	0
89	MS	Saint Therese	MN	1,074	526	320	228	7	5	0	2	0
90	MS	Pinnacle Living	VA	1,073	544	377	152	6	4	0	2	0
91	MS	Mississippi Methodist Senior Services, Inc.	MS	1,068	394	354	320	12	2	7	1	2
92	MS	The United Methodist Retirement Homes	NC	1,047	713	140	194	3	3	0	0	0
93	MS	Lutheran SeniorLife	PA	1,046	528	244	274	10	2	8	0	0
94	MS	Tandem Living	PA	1,031	786	85	160	2	2	0	0	0
95	MS	Forefront Living	TX	1,018	695	249	74	3	3	0	0	0
96	MS	Sequoia Living, Inc.	CA	1,013	799	126	88	4	4	0	0	0
97	MS	Brio Living Services	MI	1,001	592	265	144	5	2	2	1	0
98	MS	Presbyterian Communities of South Carolina	SC	987	422	307	258	6	6	0	0	0
99	MS	Providence Life Services	IL	986	614	255	117	4	3	1	0	0
100	MS	The RiverWoods Group	NH	985	699	187	99	3	3	0	0	0

The Nation's Largest 200 Not-for-profit Multi-site & Single-site Organizations (continued)

Ranked By Total Senior Living Units

PRIMARY RANKING												
2026 Rank	Multi-site vs Single-Site	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	SS	Panorama	WA	969	784	45	140	1	0	0	0	0
102	MS	Alliance Health & Human Services	MA	960	0	99	861	9	0	0	0	9
103	MS	Lutheran Life Communities	IL	949	233	231	485	4	3	0	0	1
104	MS	Vista Prairie Communities	MN	943	97	846	0	12	0	1	11	0
105	MS	Moorings Park	FL	935	696	133	106	3	1	2	0	0
106	MS	Christian Living Communities	CO	934	433	309	192	6	3	0	3	0
107	MS	Gurwin Healthcare System	NY	919	129	210	580	2	1	0	0	1
108	MS	National Lutheran Communities and Services	MD	918	532	206	180	3	2	0	1	0
109	MS	St. John's Health Care Corporation	NY	916	403	38	475	4	0	1	1	2
110	MS	Landis Communities	PA	912	650	159	103	4	1	2	1	0
111	MS	Christian Health Care Center	NJ	912	513	95	304	8	2	4	1	1
112	MS	Blue Skies of Texas	TX	904	702	122	80	2	2	0	0	0
113	SS	Westminster Canterbury Richmond	VA	893	598	137	158	1	0	0	0	0
114	MS	Menno-Haven, Inc.	PA	869	496	223	150	2	2	0	0	0
115	MS	Lutheran Social Ministries of Maryland	MD	867	665	114	88	2	2	0	0	0
116	MS	United Methodist Communities	NJ	866	88	530	248	4	1	0	3	0
117	SS	Glencroft Center for Modern Aging	AZ	865	391	314	160	1	0	0	0	0
118	MS	United Methodist Homes	NY	860	439	176	245	3	2	1	0	0
119	SS	Brethren Village	PA	858	577	141	140	1	0	0	0	0
120	MS	Wesley Willows	IL	850	566	193	91	3	1	1	1	0
121	SS	John Knox Village of Florida Inc.	FL	847	796	51	0	1	0	0	0	0
122	SS	Cross Keys Village - The Brethren Home Community	PA	841	618	123	100	1	0	0	0	0
123	MS	Heritage Pointe Communities	IN	840	187	328	325	4	4	0	0	0
124	MS	Cedar Community	WI	839	464	300	75	10	1	4	5	0
125	MS	Felician Services, Inc.	IL	836	138	309	389	8	2	2	1	3

The Nation's Largest 200 Not-for-profit Multi-site & Single-site Organizations (continued)

Ranked By Total Senior Living Units

2026 Rank	Multi-site vs Single-Site	System Name	State	PRIMARY RANKING								
				Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	MS	Living Branches	PA	834	459	232	143	3	2	0	1	0
127	SS	John Knox Village of Central Florida Inc.	FL	806	543	113	150	1	0	0	0	0
128	MS	Friends Homes Inc.	NC	804	595	100	109	2	2	0	0	0
129	MS	Methodist Homes of Alabama & Northwest Florida	AL	801	38	338	425	5	1	0	3	1
130	MS	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
131	MS	La Posada Communities	AZ	789	655	134	0	2	2	0	0	0
132	MS	Westminster-Canterbury on Chesapeake Bay	VA	781	593	80	108	2	1	1	0	0
133	MS	Emerald Communities	WA	779	569	119	91	2	2	0	0	0
134	MS	Grace Inspired Living	PA	778	506	137	135	2	2	0	0	0
135	SS	Friendship Village of Tempe	AZ	769	550	91	128	1	0	0	0	0
136	MS	St. Ann's Community	NY	768	245	75	448	2	1	1	0	0
137	MS	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
138	MS	Friendly Senior Living	NY	759	428	57	274	5	0	3	0	2
139	MS	Bluestem Communities	KS	758	446	110	202	3	3	0	0	0
140	MS	Sunnyside Communities	VA	756	478	153	125	3	3	0	0	0
141	MS	Unitas Communities	PA	753	470	137	146	2	2	0	0	0
142	MS	Episcopal SeniorLife Communities	NY	752	407	193	152	10	0	6	3	1
143	MS	Ebenezer Society	MN	742	0	489	253	10	0	0	6	4
144	MS	LutherCare	PA	736	520	110	106	2	1	1	0	0
145	MS	Brazos Presbyterian Homes Holding Inc.	TX	734	540	91	103	3	3	0	0	0
146	MS	Ohio Masonic Communities	OH	726	343	249	134	3	2	0	1	0
147	MS	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
148	MS	Simpson Senior Services	PA	725	496	147	82	3	3	0	0	0
149	MS	Masonic Homes of Kentucky, Inc.	KY	720	455	129	136	2	2	0	0	0
150	MS	Christian Care Communities	KY	713	262	154	297	10	5	3	2	0

The Nation's Largest 200 Not-for-profit Multi-site & Single-site Organizations (continued)

Ranked By Total Senior Living Units

PRIMARY RANKING												
2026 Rank	Multi-site vs Single-Site	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	SS	MorseLife Health System	FL	708	182	356	170	1	0	0	0	0
152	SS	Lakeview Village, Inc.	KS	698	514	26	158	1	0	0	0	0
153	MS	Community First Solutions	OH	698	220	350	128	6	2	0	3	1
154	SS	St. Camillus	WI	688	444	194	50	1	0	0	0	0
155	SS	Beatitudes Campus	AZ	687	494	121	72	1	0	0	0	0
156	MS	Sunset Manor, Inc.	MI	687	375	312	0	4	0	2	2	0
157	MS	Baptist Homes Healthcare Ministries	MO	680	168	119	393	6	3	1	1	1
158	MS	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
159	SS	Royal Oaks	AZ	674	502	172	0	1	0	0	0	0
160	MS	Lutheran Life Villages	IN	672	205	164	303	6	1	1	2	2
161	SS	Fleet Landing	FL	670	482	118	70	1	0	0	0	0
162	SS	Atlantic Shores	VA	663	557	66	40	1	0	0	0	0
163	MS	Messiah Lifeways	PA	657	375	164	118	2	1	1	0	0
164	SS	Twin Lakes Community	NC	654	482	68	104	1	0	0	0	0
165	MS	Ascentria Care Alliance	MA	652	36	0	616	7	1	1	0	5
166	SS	Tel Hai Retirement Community	PA	645	426	100	119	1	0	0	0	0
167	SS	Carolina Meadows, Inc.	NC	640	476	78	86	1	0	0	0	0
168	SS	Waterman Communities Inc.	FL	639	418	101	120	1	0	0	0	0
169	SS	Waterman Village	FL	639	418	101	120	1	0	0	0	0
170	MS	Rockwood Retirement Communities	WA	638	445	148	45	2	2	0	0	0
171	MS	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4
172	SS	Mary's Woods	OR	630	481	149	0	1	0	0	0	0
173	MS	Smith Senior Living	IL	629	312	147	170	2	2	0	0	0
174	MS	Guardian Angels	MN	628	213	295	120	5	0	1	3	1
175	MS	Morningside Ministries	TX	625	395	90	140	3	2	1	0	0

The Nation's Largest 200 Not-for-profit Multi-site & Single-site Organizations (continued)

Ranked By Total Senior Living Units

PRIMARY RANKING												
2026 Rank	Multi-site vs Single-Site	System Name	State	Units (as of 12/31/25)				Communities (as of 12/31/25)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	MS	Eliza Jennings Senior Care Network	OH	623	176	207	240	4	1	0	2	1
177	SS	Rolling Green Village	SC	620	496	50	74	1	0	0	0	0
178	SS	Army Residence Community	TX	617	448	78	91	1	0	0	0	0
179	MS	Shepherd of the Valley Lutheran Retirement Services	OH	615	214	153	248	5	3	1	0	1
180	SS	Copeland Oaks	Oh	599	325	124	150	1	0	0	0	0
181	MS	Bishop Gadsden Episcopal Retirement Community	SC	598	371	127	100	2	2	0	0	0
182	MS	Cardinal Ritter Senior Services	MO	596	207	159	230	4	0	1	2	1
183	MS	ThriveMore	NC	595	370	136	89	4	3	0	1	0
184	SS	Miami Jewish Health	FL	592	96	113	383	1	0	0	0	0
185	MS	Brethren Retirement Community	OH	590	231	199	160	2	2	0	0	0
186	MS	The New Jewish Home	NY	586	0	72	514	2	0	0	1	1
187	SS	Springmoor Life Care Retirement Community	NC	580	389	18	173	1	0	0	0	0
188	SS	San Francisco Campus for Jewish Living	CA	580	0	202	378	1	0	0	0	0
189	SS	Cypress Cove at HealthPark Florida	FL	577	425	88	64	1	0	0	0	0
190	MS	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
191	MS	Bethel	NY	563	170	130	263	5	1	1	1	2
192	SS	Luther Manor	WI	559	326	134	99	1	0	0	0	0
193	MS	Lyngblomsten	MN	559	221	113	225	2	0	1	0	1
194	MS	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
195	MS	Convivial Life Inc.	FL	556	352	204	0	2	1	0	1	0
196	SS	Londonderry Village	PA	554	408	58	88	1	0	0	0	0
197	MS	Pleasant View Communities	PA	553	402	59	92	3	1	2	0	0
198	SS	Masonic Care Community of New York	NY	551	151	80	320	1	0	0	0	0
199	MS	Silverstone Living	NH	550	286	139	125	3	2	0	1	0
200	SS	The Brothers of Mercy	NY	547	211	96	240	1	0	0	0	0



LZ 200 LZ 200 LZ 200 LZ 200 LZ 200 LZ 200 LZ 200



Closing Thoughts



In closing, the largest not-for-profit senior living organizations continue to grow and evolve with the changing landscape. This year, we had a number of single-site providers grow into multi-site organizations and join the LZ 200 primary rankings. We continue to see that for today's not-for-profits, growth is primarily being driven through community expansions and affiliations. Providers remain committed to home and community-based service platforms and the largest providers of those services continue to grow their annual revenue obtained from these services. Technology adoption will continue to be tracked as providers maintain existing platforms and explore investments into emerging solutions. It is our hope that this publication fully captures the behaviors and patterns of today's not-for-profit senior living providers and serves to enhance awareness among providers, business firms, associations, and other related partners.

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UNITED STATES OF AMERICA



LeadingAge
2519 Connecticut Avenue, NW
Washington, DC 20008-1520
(202) 783-2242
www.LeadingAge.org

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Ziegler
One North Wacker Drive, Suite 2000
Chicago, IL 60606
(800) 366-8899
www.ziegler.com

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